



BRICS Market Research for a SME Expansion: The SCRAIM case

by

João Luís Melo Peixoto Vilaça

jmpvilaca@hotmail.com

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Supervised by:

Hortênsia Barandas

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Abstract

The interdependence of markets, the reduction of barriers to entry and the development in technologies leads to the increase of international business leads to the increase of international business including both SME and big companies. This process is especially risky in the case of SME which have limited resources and knowledge of foreign countries/markets.

The aim of this report is to analyze and clarify a software as a service company approach when entering to foreign markets, applying the existent literature to the development strategy of SCRAIM software case, a *spin-off* owned by the Strongstep Company, concerning the entry strategy to the BRICS market, with the major final objective of finding the best suitable countries or regions according to the company strategy and goals.

The conducted research focused on both political, economic, social, institutional and juridical implications in proceeding to the product internationalization through one among various options, such as (1) establishing a partnership with a viable company in the market, (2) analyze the alternatives of having a re-seller with merely commercial purposes or (3) introducing the product through accelerators and incubators centers, in a way it would be possible to achieve robust results in the long-term, associated with the incremental growing process of ambitious start-ups.

Regarding SCRAIM focus, the analysis was oriented to relevant data linked with companies and geographical areas which have a major awareness associated to the referred methods, namely in what concerns effectiveness and accuracy in organizational processes. By doing so, in a concise and coherent manner, I performed an archival data research from different sources, but fundamentally from related institutes databases and research developed concerning the area of organizational management and IT software. Through this process, ultimately I was able to propose a set of regions in the Indian market regarding SCRAIM international expansion objectives.

Keywords: Born Global, IT Software, SCRAIM

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Acronym Index

- AIM – Acceleration Improvement Method
- AICEP – Agência para o Investimento e Comércio Externo em Portugal
- BJP - Bharatiya Janata Party
- BPO – Business Process Offshoring
- BSA - Business Software Alliance
- BRICS – Brazil, Russia, India, China and South Africa
- CMMI – Capacity Maturity Model Integration
- CMU – Carnegie Mellon University
- CPI - Consumer Price Index
- EPI – English Proficiency Index
- FDI – Foreign Direct investment
- GTA – Global Trade Alert
- HDI - Human Development Index
- IaaS – Infrastructure as a service
- ICT – Information, Communication and Technology
- INC – Indian National Congress
- INRes – Business acceleration programme
- IMS – International Market Selection
- IT – Information Technology
- MULTICERT – Digital Certification Enterprise
- NCR – National Capital Region
- NDA – National Democratic Alliance
- NGO – Non-Governmental Organization
- OECD - Organization for Economic Cooperation and Development
- PaaS – Platform as a service
- R&D – Research and Development
- SaaS – Software as a service
- SCRUM – Project management concept for software development
- TSP – Team Software Process
- TPI – Trade Performance Index
- TRIPS – Trade-related aspects of intellectual property rights
- WIPO - World Intellectual Property Organization
- WTO – World Trade Organization
- UPA – United Progressive Alliance

1. Introduction: Motivations, goals and main research question

Strongstep – “Innovation in software quality” was the hosting entity responsible for receiving me, concerning my research internship application, a firm which has been developing their business in the field of Software and Consulting Engineering. The company was founded by Dr. Pedro Castro Henriques in 2009, with the purpose of helping other firms improving their process quality and ultimately achieving the certification according to the best international practices.

SCRAIM is a project management and process management online platform, in a form of software as a service, which aggregates the capability of improving process quality through principles based on the best standardized practices. This tool was born from a research consortium between FEUP (Faculdade de Engenharia do Porto), Multicert and Strongstep; both companies have their core businesses on the firm certification and security area. The product intends to solve problems originated from the lack of processes within the organization, since the multiplicity of tasks involved in a development project and the geographical distance implicit to members who integrate it, often leads to ineffectiveness and failure in accomplishing the proposed deadlines and budgets.

As an early stage international company, SCRAIM falls within the concept of “Born Global” and benefits from having an extremely hybrid structure in order to acquire the necessary resources to reach new international market opportunities (Madsen & Servais, 1997; McDougall et. al, 1994; Oviatt & McDougall 1997, 1994). The company has already started its journey beyond the domestic market, having entered to the United States of America in 2015 through the inRes program, a CMU Portugal initiative for the acceleration business projects.

Developing a coherent and underpinned strategy, the company realized that the Portuguese market presented few opportunities of growth, so as stated by Knight and Cavusgil (2004) the limitation in size and geography of the domestic market led to the fast pace of internationalization. Following this purpose, the firm wanted to impose itself in the global market starting from the initial implementation phase. The BRICS markets were selected given the range of opportunities in the field of process management and project management. Being an extremely large area in what concerns the target market, and presenting itself as a tremendously vulnerable sector where the smallest misstep can

purport the anticipated end of the company intentions, it implicitly demands an extensive analysis of the risks and opportunities inherent to the process.

Concerning the curricular internship, it is intended to draw an effective internationalization plan with regards to SCRAIM software, but more precisely to the penetration in one strategic region or geography among the ambitious wide range of the BRICS markets, as well as to provide a strong set of information about the focal market.

In this report, I also intend to explain how a “*Born Global*” strategy is shaped by the various dimensions inherent to the destination geography which, in due course, define the market framework. To complement this view, recent studies have also have shown the core importance of the social and cultural dimensions in defining the market entry strategy (Hofstede, 2001). Recent studies have shown that values and behaviours are elements that provide a clear perception of the context in which the norms, rules and ethics are established. This characteristics, ultimately, moderate the strategies adopted according to the particular context the firm will operate in (Hoskisson *et al.*, 2000; Meyer and Peng, 2005; Tsui, 2004; Meyer, 2006, 2007).

Summing up, the main imposing question that is intended to be answered in this report is: Which country and, preferably, which specific region/regions present the best conditions for SCRAIM internationalization purposes among the BRICS market, and at what level of commitment? Therefore, and based on the literature regarding the international market selection and related penetration, it is expected to draft a clear strategic plan that will bring satisfying and undoubtful results, not just for the company, but also to the scientific community, being also coherent with the usage of pertinent material data in order to better support and fundament the results.

2. Literature review

This chapter aims to structure a linked selection of relevant literature regarding the focal question of research, starting with different known models concerning the international market selection, in a way of being able to scrutinize the pattern that suits the best to the referred study. Moreover, and following the initial topic, I will then analyze the implicit internal and external variables related with the different mentioned strategies and, lastly, the best market penetration strategy, in order to illustrate and clarify the available topics related with this stage of internationalization. As well as the integration and critical analysis of the various contributes in the present literature.

2.1 International market selection

In the last two decades, the society and the corporate world have been driven by the fast rhythm of technology evolution. This had several implications in the firm scope in areas such as production, transportation/logistics, telecommunications, and more precisely the internet, which brought the fastest evolution pace that the society has ever assisted (Oviatt and McDougall, 2000). These fast developments have significantly and radically change the market shape, easing the access to clients, suppliers, distributors and partnerships in a worldwide range. Moreover, the clients and the competitors are now seen in a global level, eradicating the single domestic market restriction. These changes boosted a growing number of companies to the international market, even right after their creation (Chetty e Campbell-Hunt, 2004), as it is the SCRAIM case regarding their prior experience in the United States of America.

The selection of markets upon the international expansion process is now one of the most ordinary, however complex decisions to be made. When addressing a given market, which in other times could be considered a niche, can nowadays be seen as a major “cash-cow” due to vast global opportunities. Moreover, internationalization is a must-have viable option for increasing a company’s chances to enlarge their supply, and consequently their revenues.

Nevertheless, regarding the main actor when entering to foreign markets as SME, few studies go in line with the classic literature. The classic approach states that the exposure of companies with a small dimension to the international market should only

occur in accordance with the proximity of the geographic networks, analysis which actually matches with most of the theories concerning the internationalization theme, such as the Uppsala model applicable to internationalization processes of SME (Tykesson D. and Alserud M., 2011). These theories argue that the ideal form of internationalization should involve a gradual process which is averse to risk, however the studies are not able to explain the changing history observed concerning the global market structure (Oviatt and McDougall, 1997).

Firms which operate in the scope of internationalization in an early development stage or even right after their conception, are characterized as being the already referred “Born Globals” (Oviatt. et al. 2004). Although these companies have limited resources, which normally characterize new businesses, generally the Born Global company rapidly achieves significant international sales, besides, according to several studies, this kind of companies is emerging in a large scale in a worldwide basis (Oviatt et al. 2004). The concept differs in the literature regarding the scale and the range of the internationalization. According to Oviatt et al. (2004), it is possible to distinguish two different types of Born Globals: (1) Firms which operate in considerable distant markets (Born Globals) and, (2) firms we refer as Born Internationals, which start their international path by entering relative geographically close markets and adopt strategies that go in agreement with the Uppsala view of internationalization. However, in what concerns the ideal time for internationalization, all the revised literature is consensual, these type of companies usually start their process at a fast pace promptly after their creation (Kuivalainen et al., 2007).

Nonetheless, whether we are referring to an internationalization in an early or in a mature phase, there unequivocally are an enormous number of mainly exogenous variables that need to be taken into account when pondering the most attractive and appropriated destination concerning the specifications of our business.

The international market selection is a mandatory element of operations employed by the companies that must not be despised and, it is therefore, one of the central features of international business (Kay, 1993; O’Farrell & Wood, 1994; Papadopoulos & Denis, 1988). Brewer (2001) states that this is a process which involves a major quantity of energy and resources concerning the company overall feasibility and, for this very reason should be a closely analyzed step, as it involves a combined effort of all the company

strengths. Firms need to stimulate growth through their increasing presence in the international market, however, they need to distinguish among the large number of internationalization hypotheses, which do, in fact, should be explored given the scarce resources owned by the company. Moreover, it is fundamental to select the “right” market concerning the initial phase, in order to ensure the export success and, thereafter, determine where to settle bases and to establish a favorable position among the approached areas (Papadopoulos and Denis, 1988).

Among several important decisions attached to the international market selection approach, it is the attractiveness of each correspondent market, concerning the field of activity the firm is operating in. This will be pronouncement that dictates the pace and the tone of all the process related with the internationalization strategy (Kumar et al. 1994). Research in the field of international business sphere related with the entry mode choice has revealed innumerable relevant factors inherent to the target locations that should be weighted among the decision-making process. This include the local market competitiveness, the easiness of trade and several other factors that arise from the deepest analysis to the elements of each market. According to Argawal & Ramaswami (1992), these elements are a function of its sales potential and the risk associated, in terms of the economy correspondent size and growth.

Papadopoulos and Denis (1988) made a remarkable work concerning the IMS studies, and they had summarized all the related methods existing until the 1980s decade, proposing that the international market selection models suited into two different types of approaches:

- **Qualitative approaches** – Rigorous and systematic combining and analysis of qualitative information about one or more potential target markets;
- **Quantitative approaches** – Analyzing large amounts of secondary statistical data about several or all the foreign markets.

In this case a qualitative approach will be used, since the group of countries to be object of analysis is already established and the aim is to have the maximum amount of valuable information about them, concerning the various relevant topics that define whether the markets are attractive or not. Additionally, and following the existent

literature, I, as the research author, will focus on the nature, appropriateness and sources of qualitative information that can be used in the process of selection, such as chambers of commerce, consuls, embassies, banks, distributors, customers and international organizations (Pezeshkpur, 1979).

Regarding the international market selection studies, Papadopoulos et al. (2002), also concludes that both pluses and minuses of the countries under analysis must be considered in order to make effective decisions. The authors proposed the trade-offs as being the demand potential as a plus, and barriers to trade as a minus, considering the countries under review. They also state that, many relevant authors identify the barriers to trade as the most important obstacle to have in consideration when intending to export to a given country, but most of them have not included it in their international market selection models, because it's too difficult to quantify the non-tariff barriers in the international sphere and so, they assumed that these would be included in the later stages of analysis (Papadopoulos et al. 2002). Papadopoulos et. al (2002) have even account with the firms' strategic orientation to structure the model (fig. 1).

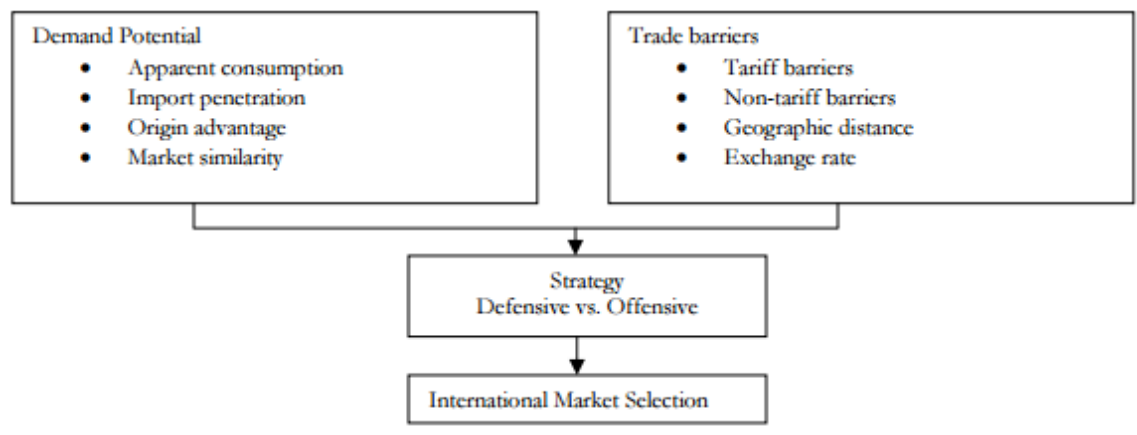


Fig. 1 – Papadopoulos et al. (2001) trade-off model

Source: Department of economics, society and politics, University of Urbino, Italy

Four variables were attributed for each of the main topics of analysis, the demand potential and trade barriers. The variables were chosen given their relevance, frequency of

use in previous researches, evidence of satisfactory performance in various settings, availability of data, reliability, comparability and ability to express it qualitatively.

In this sense, is also important to refer other relevant existent models of analysis in the international business sphere. Considering the relevance of papers and articles, this report will also focus on the process for potential markets research (Cavusgil, 1985) and another that was already mentioned, the country market selection model (Brewer, 2001).

The first model, designed by Cavusgil (1985) follows the same logic of selection, as the ones mentioned previously, and intends to answer pre-defined management related questions once the firm decided to go abroad. Cavusgil (1985) divided the model in three different stages: (1) The preliminary screening for markets in attractive countries, which tend to be the stage where the company tries to understand which market will they select to proceed to an even more detailed investigation; (2) Assessment of industry market potential, where the actor search to understand what is the aggregate demand in the referred sector of each of the selected markets; (3) Company sales potential analysis, where the company examine how attractive is the potential demand for the company products.

Afterwards this complex and demanding analysis, the company will have, according to Cavusgil (1985) the fundamental and necessary information to proceed to the final selection and implement the entry strategy.

Alternatively, Brewer (2001) designed one of the most complete models regarding the process of market selection in the area of international business studies and highlight four main steps to be taken. Starting from: (1) Establish a country market set, where this potential country set might include countries which are in fact not feasible at a later stage, perhaps due to legal restrictions, but it's still not recognized as such by the company; (2) Identify a country, even if the firm generally have a global view when addressing the market, the objective lays in identifying the market that offers the minimum transaction costs and better levels of potential gains; (3) Evaluate the country, concerning its attractiveness and competitive position when compared to other promising markets; (4) Select the market, which will be profitable concerning the company intentions and worth further development and commitment.

Another particularly important matter is related with psychologic distance inherent to markets, topic that is also extremely relevant in the Brewer (2001) analysis for the international market selection, and presents itself as a feature which makes extremely difficult to understand foreign environments (Johansson and Vahlne, 1977). The main problem is that the implicit cultural differences create a “wall” that affects both the companies’ activities abroad and the knowledge transference process. The greater cultural differences attached to the markets will directly increase the transaction costs, being these costs associated with all the information acquisition and the also the integration process, which in turn, tends to have direct impact on the overall success abroad (Williamson, 1985). In the BRICS particular case, is even a more striking feature, since the distance widely varies from one country in comparison to another. This subject leads us to the firm-specific advantage and to understand where the differentiator feature is best leveraged, as well as the institutional-specific advantages related with the target economy.

2.2 Tripod strategy

Where and how to internationalize, once the firm decided to go abroad? To answer this question, most of the studies have been addressing special attention to the new intervenient on the tri-pod based view (Peng, 2006) the institutional-based view, since this dimension have a major influence in shaping the availability of the market in driving the internationalization process (Peng, 2004, Wright *et al.*, 2005), or on the contrary holding back the company’s intentions by making the process extremely bureaucratic and ineffective.

In this report, it is intended to explain how SCRAIM strategy can be affected by institutional and organizational dimensions, which can become an even more striking situation in the emerging economies sphere. Example of such, is the BRICS case, since it is directly related with the emerging economies matter. Nonetheless, it is important to notice that this has been the theme that has been pushing the third element of the tripod (institution based view) to the cutting edge of strategy research throughout recent times. The institutional based view has been a focus for several researchers when considering the international business scope, since it had become almost a mandatory topic, particularly when the authors address the usefulness of this perspective as a complement of the

organizational and industrial capability of the firm, concerning the emerging economies (Peng, 2006). This subject calls for heavier emphasis on unexplored divisions that are fundamental to the context, such as culture and the reliability or the effectiveness of institutions and how they are shaped among the different historic scenarios attached to the regions, having ultimately the goal of understanding how and in which way does the institutions specifications impact on the firm strategy and consequently, on the firm performance. In practical terms, the institutional view has been helping managers and researchers understanding in what way they can enhance their competitiveness when entering the market and playing with local rules, which may be extremely different from the ones played in the domestic market (Peng et al. 2008).

Furthermore, institutions have directly influence on the entry strategy adopted by the firm, the effect tends to be shaped according to the different needs of the entrant, regarding the type of resources needed to the specific business. The research concerning SCRAIM case needs specific demands concerning the institutional characteristics associated with the BRICS market and the process and project management market within those markets.

2.3 Entry mode selection

International market selection along with entry modes selection are, in fact, some of the most important decisions concerning the internationalization process of a “Born Global” and, therefore, critical factors when referring to firm’s success overseas and, even though they are considered separately from one another, they should be considered as being part of the overall decision-making process (Root, 1994). Regarding the entry mode selection there is a group of internal and external factors which can impact directly on the strategy and makes it not work the same way considering the various countries (Root, 1994). Moreover, there should exist a consolidated and detailed analysis of the overall process in order to have the most orientated and efficient strategy of internationalization. As Root (1994) stated, there linked factors that firms cannot control, but have to prepare their strategy accordingly, which are the so called external factors. The external factors include characteristics or dimensions associated with both the domestic/home country and the target country that may accredit in favor or against a given strategy or proposed entry

mode. These factors are associated with *market factors*, such as the competitive structure, the marketing channels, the respective sales potential, as well as *production factors* and *environmental factors*, such as the structure of the government and the political risks implicit to it. On the other hand, the internal factors are related on how the firm will overcome the barriers imposed by the external factors and decide the best suitable strategy to effectively enter the market. These factors can be demonstrated by the *product factors*, such as its differentiation and the *resource/commitment factors*, such as the capital, managerial and technological feasibility of the firm.

Also according to Root (1994), and giving emphasis to his detailed work on this particular field of international business, there are three main approaches to possible entry mode selection: (1) Selection in absence of any market entry strategy, or the so called “sales approach”, where the process is characterized by short time period, no systematic selection criteria and standardized products with few product adaptations to the destination market, as well as no effort control on the overseas distribution; (2) Selection made in accordance with the existing firm entry strategy; and (3) Selection considering strategy rules and involving pertinent comparisons of alternative modes available concerning the referred market. In our particular case, and given the set of countries priority chosen, the SCRAIM case fits on the more complete and coherent approach, the selection considering the strategy rules and comparisons of alternative modes, given that regarding the different entry modes, Dunning (1981) proposed fundamental topics that should have a proper weight on decision making process, a well-known theory that became known as the *eclectic paradigm*, which refers to ownership advantage (qualified and special know-how, brand name, managerial and experience related skills, etc.), location advantage (factor endowments such as the land, natural resources, low cost labor, etc.) and internationalization advantages (reducing risk of contractual entry modes). This paradigm will be the basis for pondering pros and cons attached to the different entry modes and understanding which one is the best to opt, bearing in mind all the advantages and disadvantages the company possess concerning not just an entry mode, but also the target country and the implications associated with it as well as the internal capabilities.

Regarding the different entry modes, the author will highlight the viable possibilities regarding the SCRAIM case and the target market, as being:

- **Exportations entry modes**

Exporting is most likely the cheapest way of entering to new markets, as well as the lowest commitment in terms of financial resources and engagement with the market, where they can escape to risk of establishing operations in markets that have low knowledge and lack of experience in the given area of activity (Hill, 2007).

- **Contractual entry modes**

This is a cost efficient mode of entry where one firm grants to another firm or individual the right of using its specific trademark or technology under a certain time period (Hill, 2007).

- **Licensing/Franchising:**

The main advantage of a licensing agreement is that the licensor does not need to be part of any investment cost in order to have their product in the market and presents itself as a viable strategy for SCRAIM.

- **Joint-venture:**

This contractual agreement is characterized by the process where two or more firms establish a new firm that is jointly owned, even knowing that is possible one of the companies having a majority share. The two or more companies involved can share the risks of the project as well as the investment costs. The entering firm can also benefit from the know-how linked to the target company(s) operating in the market (Hill, 2007).

- **Strategic international alliances:**

Business relationship between two or more companies, where the participants cooperate for mutual interest and share the risks (Hill, 2007)

- **Consortium:**

The same mechanism as the joint ventures, with the difference that normally none of the companies involved in the contract has active operations in the target country (Cateora et al. 2013)

Investment entry modes

- **Foreign Direct Investment:**

Companies invest or buy local firms with the experience and the know-how in the referred target market (acquisition), or establish their own facilities (Greenfield investment) (Hill, 2007).

Nonetheless, and regarding the various entry modes, it's fundamental to add the limited financial capability of the company to the scale, knowing that even if the customer

portfolio is diverse and stable, the company gains are canalized to be re-invested in the company growth. Moreover, the shortage of human resources and the scarce knowledge about the target market affect the entry strategy that will be adopted in the short and medium term. Therefore, I should enable the company to minimize the level of resources commitment associated with the internationalization plan. Strategy that fits with the patterns of exportation or licensing entry modes.

2.4 Network and relationship-based strategies

As in every internationalization case or even sale process, the created network can and should lead to the establishment of new or renewed networks, as well as new relation and partnerships, in order to solidify and increment our engagement in the various phases of internationalization.

Regarding the main question of research, and focusing on actors who intend to go abroad, SME and Born Globals have the need to outline a careful and detailed analysis prior to the action stage, since the process of internationalization is attached with several losses in case of failure, mainly when the target are emerging economies, “low income and rapid growth countries using economic liberalization as their primary engine of growth” (Hoskisson et al., 2000) that can represent a huge threat when referring to violation of the IP rights and moreover, having the implicit risk of jeopardizing the scope of the company expansion intentions.

Concerning the line of thought of the tri-pod strategy (Peng, 2006) is possible to answer to the problems outlined above through guidelines attached with the institution-based view (North, 1990 and La Porta et al., 1999). Utterly associated with the target markets, there is a strong hypothesis of legal institutions revealing themselves weak and, consequently, not contributing to empower our entry strategy in the desirable scale. Therefore, the company will have to rely more on this type of relationships, thereby developing the ability to enforce contracts, which are often informal, using norms as opposed to litigation, fostering and creating networks and relationships with other entities, firms, agents among the distribution channels, and complementarily with government authorities, which are considered to be fundamental assets when entering in emerging economies (Peng and Heath, 1996).

Although the empirical evidence does not show enough clear and solid results concerning this issue, authors refer to the partnership selection as a fundamental variable in the creation and operation of alliances, however theorists find it difficult to consider what makes the partner the “right” or the “proper” one, concerning the international approach. Glaister (1996) addresses the critical importance of how the alliance is formed, since the outcome will be in part determined by the features inherent to the partner chosen and moreover, the set of skills and resources that it will bring, in order to add value to the overall cooperation process when combining the overall strategic interest and strategies of both parties. At the same time, the technological expertise and the marketing system as well as the company status are extremely important criteria to have in consideration upon the partner selection process, since the volume of knowledge transference is comparatively more widespread when there is evidence of the referred characteristics and allows a much quicker market penetration as well as less resource commitment and risk in trying to obtain the information through another means (Geringer, 1991). However, once again it is important to remember that according to the present literature, is extremely difficult to define exactly what are the set of characteristics intended, which are going to define the best or ideal partner regarding the international sphere.

Moreover, the present literature also emphasizes the non-market transactions (transactions covering goods or services that their producers supply to others free or at prices that are not economically significant (OCDE, 2006) among partners as a critical dimension to the survival and effective performance of the SME in the emerging economies reality (Blumentritt & Nigh, 2002, Boddewyn & Brewer, 1994).

Finally, and when addressing the specific assets, the company intends to obtain when approaching potential contestants, it is necessary to look deeply into the context, the surrounding entrepreneurial environment and lastly, the technological capabilities inherent to the target company, as well as the current distribution channels as a broader analysis in order to understand if the company characteristics match, in fact, the company's intentions.

2.5 Integration and critical analysis of the various pertinent contributes to the present literature

The recent wave of Born Globals comes not just from market changes and economy globalization, but also from aggressive network strategies that diffuse knowledge

through the continuous gain of experience (Chetty and Campbell-Hunt 2004). These features have made Born Globals enhance the particular capability of detecting comparatively more global opportunities when compared to traditional companies. In order to proceed with this accelerated success in the international markets, Knight and Cavusgil (2004) argue that companies have the need to possess global technological capabilities and the capacity of developing a unique and not replicable product, having the primordial focus in its quality during the entire process. These advantages are fostered by the capacity of these companies in retaining the technological knowledge, having as a final purpose the profitable outcome achieved from the fact of being pioneers and always maintaining themselves one step ahead comparing to their competitors. Besides having an innovative concept, the Born Globals insistently adopt an internationalization oriented approach, where the entrepreneurial and visionary way of thinking is crucial to the identification of global opportunities and also for the selection of the ideal partners while engaging in a relationship fostering process (Knight and Cavusgil, 2004).

In the initial internationalization phase, firms are characterized by having lack of experience in the foreign markets and simultaneously lack of financial, human as well as tangible resources (Knight and Cavusgil, 2004). These gaps are usually offset through the knowledge acquired by the company founder and the team, as well as through strategic partners, having Bruneel et al., (2010) stated that throughout the process, the company will gain valuable experience and will gradually becoming less dependent from their partners and consequently their exterior elements. The ideal timing decision for indeed taking the step towards internationalization is not consensual according to the existent literature, not having a preferential moment defined. Theorists actually defend that there is a circumstantial dilemma related with this matter, in a way that an early expansion may likely strengthen the viability of the company in the long term; nevertheless, the internationalization in an initial phase of development, is simultaneously cause and consequence of increasing the growth potential in the short term (Carr et al., 2010). Companies which have been operating in the market for a long period are more prone to survive once they enter foreign markets, however these firms experience a relatively lower growth when compared to the youngest companies in the market. This fact could be explained in a way, by the major capacity of Born Globals in adapting to the needs of the target market, since they have relatively few severe guidelines or policies, as well as the

importance of their way of acting, since it is easily shaped by the reality they operate in (Carr et al., 2010).

Concerning the Uppsala model and the internationalization theories, Johansen and Vahlne have recognized that the Uppsala model written in 1977 was in fact obsolete when they tried to apply it to the contemporary world regarding the current market specifications. Therefore, they decide to revise it and to make it more tangible to the new century reality. The opportunity effect is now the element which gives the body and the form regarding the drivers to the internationalization process. Moreover, these chances are obtained through the positioning and the access to a privileged company network (Johansen and Vahlne, 2009). Linking this fact to the performance of the Born Globals in the external markets, it is possible to understand, concerning the network these type of companies are integrated in, that they are able to benefit from an increasing number of market opportunities as well as the experience learning processes (Zhou et al., 2007). The access to markets in an indirect way through this strategic collaboration with partners, ensure common activities of R&D and knowledge diffusion in comparatively more effective way. These processes allow the use of resources and capabilities in an international manner and furthermore, privileged access to external capital financing opportunities. Additionally, it is possible to state that cooperation is reflected in incremental gains regarding innovation (Zeng et al., 2010). Nonetheless, when addressing partnerships concerning companies highly specialized in technology (ex: Software companies), their survival is highly dependent on the respective comparative advantage and, complementarily, on the capacity of adapting to fast changes. Additionally, according Freeman et al. (2010) it is extremely beneficial to maintain this relations based in trust and strong commitment with long-term effects, in a way it will be possible to ensure the easiness of sharing technological know-how, allowing the transfer, absorption and development of new knowledge. Nevertheless, the eager to establish the referred sort of partnerships is not the primary incentive for internationalization in the Born Global case (Olaja 2009). Studies in the field have concluded that at the time of entering distant markets, SMEs tend to select the country of destination without any influence of the potential target partners, even though that as the process evolves, SMEs start to use and develop new relationships or prior contacts in order to successfully achieve that market, being more a matter of consequence rather than a cause concerning this topic. Lastly, Olaja

(2009) argues that strategic relations are an important asset to SMEs, facilitating the market entry process in a distant geography. Summing up, the progress in the internationalization is implicitly associated with an increase in the range and scale of the network and with a decrease in the commitment and restrictions inherent to it (Olaja, 2009).

3. Company and product presentation

SCRAIM was born from a project called AIMS in the year of 2012. This project was promoted by Strongstep (leader of the project), FEUP (Faculdade de Engenharia do Porto) and Multicert (project partner) and the support of QREN (Quadro de Referência Estratégica Nacional), having as ultimate goal the development of a “software as a service” (SaaS) platform which would be capable of managing the life cycle of any software, supporting the AIM (Accelerated Improvement Method) methodology from the Software Engineering Institute of the Carnegie Mellon University. This methodology combines CMMI technologies (Capacity Maturity Model Integration), Team Software Process (process for software development teams which gives higher guarantees of compliance with CMMI, as well as performance gains) and Six Sigma (set of techniques and methodologies of analysis and measurement for performance improvement).

The developed platform integrates project management components based on TSP, process knowledge management and respective compliance with CMMI, process performance analysis and projects based on SIXsigma, as well as various “plug-ins” and “adds-on” in order to assure the most completed coverage of the software development life cycle and its integration within the most popular work sites environment. The platform was piloted by Multicert and it is commercialized by Strongstep. The FEUP team has contributed with their knowledge regarding the various methodologies and techniques related with software engineering.

As an innovative product in the area of process and project management, besides the initial institutional and government support, SCRAIM had to deal with several challenges in the inception years, such as lack of financial support, lack of capital for investment, growth and internationalization, and somehow, inexperience on management. However, SCRAIM always kept loyal to its initial strategy, which passed by stable growth and internationalization intentions. Moreover, during these 4 years of activity the product

passed through several landmarks, as well as created its own client network with the support of its mother company Strongstep.

The tool was just conceived as a product in the year of 2014, passing through several improvements and being tested among some renowned national companies in various areas, such as telecommunication, industry and IT. Later on, and after receiving valorous feedbacks and being approved by the market, the tool started to be commercialized by the mother company Strongstep in the final of the year 2014. Moreover, the product has begun its expansion to the United States of America in the year of 2015, through the INRES initiative, a business acceleration program in the field of information and communication technologies. The program enabled the initial steps of SCRAIM towards internationalization, which through the sponsoring of CMU Portugal, managed to have a workspace in Project Olympus installations in Pittsburgh, a business accelerator owned by CMU. The United States were a focal point to the product improvement and development due to the potential synergies with renown multinational companies operating in the area, as well as for the customer acquisition intentions with some big players in the neighbourhood representing an extremely valuable opportunity.

4. Methodology

The applied methodology in the present master internship report is based in a qualitative research obtained through a theoretical and practical basis, concerning the strategic focal questions that the author defined as being the starting point for the international market selection. The purpose of this report is also to structure and to clarify the market penetration strategy of SCRAIM into the BRICS markets, creating a coherent link with the existent literature.

When developing the research work, the author should define first the main topic of the study, since this will define and shape the following stages of the strategy, as well as the right methodology to be adopted. The focal research question here is: In what country and preferably in which specific region do SCRAIM intend to enter among the BRICS market, and at what level of commitment? In order to answer the proposed question and after minutely study and analyze the information, it was possible to stress the key

orientations and strategies that define international success among the innovative tech firms.

Additionally, the initial research showed that the existent theoretical analysis is not consistent enough to support and sustain the internationalization of SCRAIM case. Concerning the research made, there different stated theories regarding the description of the internationalization method used in these type of companies, however, none of the theories is able to specifically describe some variables that the author have found as fundamental concerning the dynamic way of acting of such firms.

Therefore, and after being wisely recommended by the thesis supervisor, the used methodology will be based on the *systematic combining* method (Dubbois and Gadde, 2002). The research will be oriented through the analysis of several players from the various fields of activities who have had contact with the proposed target market, stressing out the difficulties and the opportunities that those in the field may have been faced with. As well, as the testimony of 4 individuals who has experienced business situations within the Indian business sphere and culture. Representatives from different areas and different business statuses, in order to better understand different points of view regarding the Indian business reality.

In order to structure a much more cohesive study and so that the results will be considered as relevant as possible, the author will avoid to focus our analysis in one or few cases that would influence and discredit the obtained results of the survey.

The report will be divided on 2 fundamental different phases. The first where having the need of founding our research in relevant existing data about the 5 target economies focusing on economic, political or social factors. Secondary data, will be addressed attributing special emphasis to the technologic field, having resorted to some renown databases, such as Zephyr (<https://zephyr.bvdinfo.com>), Gartner (<http://www.gartner.com/it-glossary/dbms-database-management-system>) and TechCrunch (<https://www.crunchbase.com>) (as the tool the author intend to internationalize falls into the technology market category), in order to be enlightened regarding the advances and setbacks that took place, not just in the field, but also within the first 2 selected international markets. Moreover, other reliable international rankings that can help us understand the surrounding restrictions and possibilities will be referred in association with

the target geographies, such as the *Global Competitiveness Index*, *Corruption Perception Index* or the *English Proficiency Index*.

In a second phase, the author proceeded to an analysis based on primary data, where the microeconomic and more detailed technologic-related information, as well as the interviews obtained data were privileged, regarding the final selected market.

According to the applied methodology (Dubbois & Gadde, 2002) the relevant findings approached in the specific geography of the BRICS markets, that influence the market structure consistency and viability, were:

- Incubators and accelerators location and influence within the geography;
- SCRUM user groups location and relevance;
- Competitors location;
- IT clusters within the regions of the different countries.

The actors in the target market were chosen in a relevant manner, according to the learning opportunities established by the research approach suggested by Dubbois & Gadde (2002) and following characteristics that match the SCRAIM reality. In order to select pertinent subjects of analysis, a careful research was applied bearing in mind all the circumstances and probabilities of success attached to the different scenarios.

As Birkinshaw and Hood (2001) stated, when the company tends to expand to foreign markets, they have two driven forces that in fact influence the efficiency of the strategy taken or even its rate of success; the *internal forces* and the *external forces*. The internal forces are linked with the continuous development of endogenous bonds and strengths, moreover, focusing on the external forces, the created network is a focal point to take into account when internationalizing. These topics are referred because they do underlie subjects or actors that can have a fundamental role easing the bridge among the seller and the costumer. As referred in the literature review, the potential use of alliances or cooperative arrangements by small firms in the internationalization process can potentially improve the foreign market penetration by providing access to a network of additional relationships (Welch, 1992).

Having as a reference the entry modes strategy, as well as the comparative analysis of firms in the same field and with a similar route and track record in what concerns the internationalization path, the recommendations that can better advice

SCRAIM were provided at the time of making decisions regarding the international expansion.

In order to give credibility to the research and indeed validate the conclusions drafted in the final report, the legitimacy and approval of the study occurs through the combination of information coming from different sources, as well as the reliability of such sources (renowned indexes, institutions and databases and scientific articles or studies and interviews to actors who have a deep knowledge of the market). Complementarily, is essential to outline the search for the most differentiated and segregated data, which allows an extensive and complete comparison among the various research made in the field. The combination of different sources of information is a method that allows leveraging the strength and viability of the results, which ultimately may be a precious help overcoming some gaps that may be found along the way, as the information is obtained through diverse sources, and yet, still compliant.

Throughout the report, it is noteworthy that according to the researched data, I have tried to surpass the implicit subjectivity by combining the theoretical approach with the material data, not having, nonetheless, achieved the results expected prior to the investigation, but yet, what data have revealed.

5. BRICS market research

5.1 Exclusion factors for international expansion

The acronym BRICS was first introduced in the year of 2003 by Dominic Wilson and Roopa Purushothaman in one of the Global Economics papers promoted by Goldman Sachs. However, the world has changed since then, and even so, some of the predictions made in 2003 proved to be right, mainly regarding India and China which now present themselves as 2 powerful emergent economies worldwide with years to come of sustained growth and development.

The paper stated that the referred 5 nations would become much larger forces in the world economy within 50 years, with results starting to appear in less than 40, as they would become larger than the G6 economies regarding GDP values in US dollar terms, being the first 30 years stage for the most dramatic steady increase of the economies real GDP growth (Fig. 2).

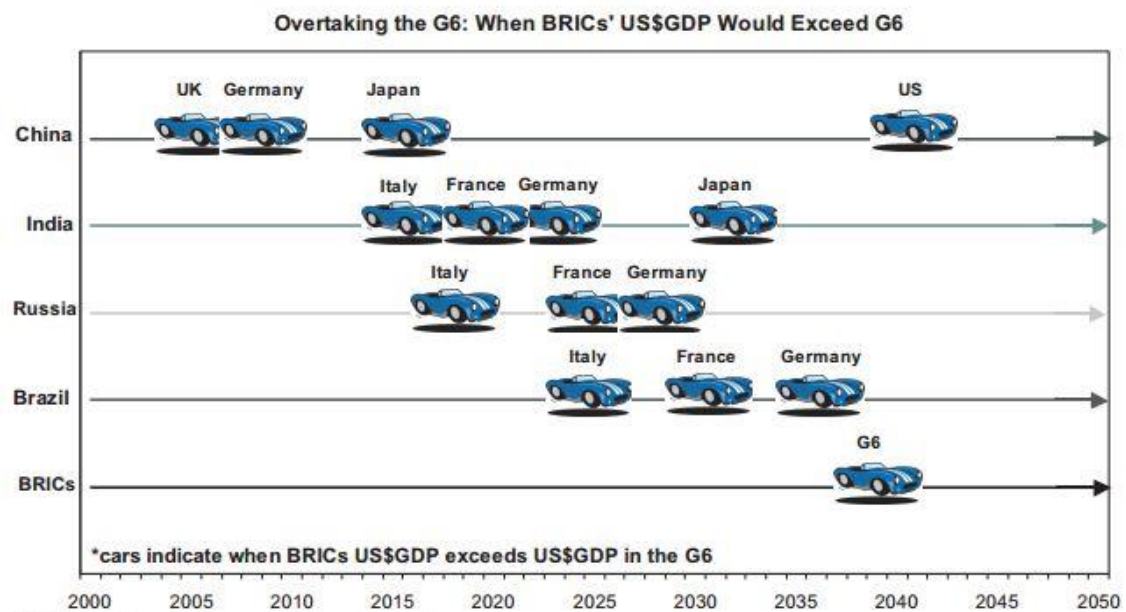


Fig. 2 – BRICS GDP projections 2050
Source: Goldman Sachs (O'Neill, 2001)

The paper additionally mentioned that, “(...) as advanced economies would become a shrinking part of the world economy, the associated shifts in spending could offer interesting opportunities for multinational companies.” Investing and be enrolled in the right markets, could become, and surely did, an increasingly important strategic choice.

However, the development and growth of some of this emergent economies suffered a few drawbacks, as the recent case of social and political crisis in Brazil as a reflection of high influence of corruption involving state individuals, entities and departments, as well as numerous human rights abuses among police and federal security forces acting in the country sphere. Or even the excessive government role and influence regarding the FDI and the international presence of firms within the Russian economy. Moreover, levels of violent crime in South Africa have increased in the year of 2011 and 2012 and lack of capabilities regarding management and skilled labor force, adding to the excessive government interference, are seen as significant problems to sum up to the equation when considering internationalization (Index, Transformation, Transformation, & Index, 2016b).

China and India are the nations which have provided the most pleasant results, even having in consideration the fact that both economies are still significantly behind in terms

of general development with lack of good infrastructures in most of the regions nationwide and being stage for high levels poverty in some critical areas, highlighting the Indian case as the more severe. However, both economies have registered the highest numbers of economy growth worldwide in the past year (World Bank Group, 2014), reforms in crucial areas have been taken and increasing numbers of external investment have been leveraging the countries ambitions to look into the future.

Nevertheless, exclusion factors concerning the destination economy for SCRAIM business, among the BRICS geographies, are implicitly related with the IT sector conditions, as well as its related labor force skills and know-how and the juridical risks and conditions regarding the legislation in force for the sector. In order to measure such capabilities and general conditions, the author have used several databases and relevant studies in order to support our final decision.

Moreover, the analysis concerning the emerging cloud opportunity in the BRICS market has a compound annual growth rate of 38.3% over the next 5 years, and moreover, 61% of the 150 top global cloud companies are aiming to invest in these market in order to provide a range of cloud computing services, such as SaaS (Software as a Service), PaaS (Platform as a Service), IaaS (Infrastructure as a Service), hardware and IT, not to mention that there are already over 100 million SME's businesses within these countries (Zinnov Consulting's report, 2011). According to these numbers, it's already possible understand the mass market object of analysis, therefore, in order to proceed to a carefully planned and effective strategy, it is necessary to analyze all the involved variables and base our final decision, considering the several fundamental domains.

Among other interesting studies and analysis, one that will clarify leverage our analysis, will be the Global Cloud Computing Scoreboard, which offer us very interesting insights regarding the referred topics, as it approaches all the essential areas regarding the relevant business conditions, in order to allow its flourishing.

The study approaches seven pertinent areas regarding proper policies to establish in order to leverage the transformation of both businesses in the cloud computing area and national economies, which are:

1. Ensuring privacy (In order to maximize the use of the cloud, users must be able to transfer data across the cloud in an efficient manner and without external interference);

2. Promoting security (Users must be protected and must have their risks managed coherently and consistently, therefore, cybersecurity should assure)
3. Battling cybercrime (Legal and juridical systems/entities should be armed in order to provide an effective and flawless mechanism that ensures the law enforcement);
4. Protecting intellectual property (Protecting IP is crucial in order to promote continuous innovation and technological improvements, not just for the national players, but also for foreigners who bring their groundbreaking technology to the country);
5. Ensuring data portability and harmonization of international rules (The natural flow of data worldwide should be a mandatory condition regarding the openness and the interoperability of the cloud);
6. Promoting free trade (In the cloud business sphere and being the internet a market place with no boundaries, the internationalization is an implicit factor. The reach of the market is mostly dependent on how the sector and the respective governments overcome or eliminate the existing barriers);
7. Establishing necessary IT infrastructure (Policies which incentive and promote the generalized broadband access should be taken, regarding the cloud business development).

In order to have the most of the cloud services, the geographies and its respective policy makers need to ensure a solid legal and regulatory set of measures that allows IT businesses to flourish naturally and safely. Nevertheless, incentives are also an important factor that will in a large scale determine the quality and the quantity of the investment the geographies will be able to attract.

Regarding the BSA CloudScoreCard report and the crucial factors mentioned above, Brazil have been presenting innumerable flaws, regarding the security of IT and cloud related business, being the third last country in the Scorecard rankings. The country have had its initial concerns related with the cybercrime laws just in the year of 2012, making minor policy improvements by approving the first related cybercrime legislation, in a country where the cybercrime associated losses reached the \$8 billion in the same year (Bsa, 2013). Additionally, the country does not provide any type of law or enforceable code containing any specific legislation regarding the security of cloud dependent businesses or platforms, as well as regarding intellectual property rights and support for

support for industry led-standards, Brazil continues to lag behind in most of the topics, concerning countries who aim to attract innovative and disruptive technologies to the economy.

Another, not so cloud friendly case is the South African nation, with some points regarding data privacy and intellectual property protection still needing to be provisioned and still not having any national or private entity regulating neither the privacy of the user nor the data used and created within the cloud. Moreover, the country does not apply any of the terms or protections established in WIPO copyright treaty, which stands as a major threat for any cloud business related company who intends to internationalize their business to South Africa (Bsa, 2013).

Regarding the BRICS conditions to receive business initiatives related with the cloud running operations, the study finds that Russia, India and China are taking the right steps in order to minimize eventual damage that the business may suffer due to its implicit vulnerability. The picture bellow, shows the overall results regarding crucial reform topics that the global industry has been taking in order to ensure to technological entrepreneurs a safe and stable business environment in what concerns the data protection of their activities, and indeed of their users (Graph 1).

Graph 1. - BSA Cloudscore BRICS Technology capabilities analysis

# QUESTION	Yes	No	Partial	Brazil	South Africa	Russia	China	India
DATA PRIVACY								
1. Are there laws or regulations governing the collection, use, or other processing of personal information?								
2. What is the scope and coverage of privacy law?				Not applicable	Not applicable	Comprehensive	Sectoral	Sectoral
3. Is the privacy law compatible with the Privacy Principles in the EU Data Protection Directive?								
4. Is the privacy law compatible with the Privacy Principles in the APEC Privacy Framework?								
5. Is an independent private right of action available for breaches of data privacy?				Available	Available	Available	Available	Available
6. Is there an effective agency (or regulator) tasked with the enforcement of privacy laws?				None	None	National regulator	None	None
7. What is the nature of the privacy regulator?				Not applicable	Not applicable	Other government official	Not applicable	Not applicable
8. Are data controllers free from registration requirements?								
9. Are cross-border transfers free from registration requirements?								
10. Is there a breach notification law?								
SECURITY								
1. Is there a law or regulation that gives electronic signatures clear legal weight?								
2. Are ISPs and content service providers free from mandatory filtering or censoring?								
3. Are there laws or enforceable codes containing general security requirements for digital data hosting and cloud service providers?				None	None	Detailed legislation	Limited coverage in legislation	Detailed legislation
4. Are there laws or enforceable codes containing specific security audit requirements for digital data hosting and cloud service providers?				None	None	None	None	Code of conduct
5. Are there security laws and regulations requiring specific certifications for technology products?				No requirements	No requirements	Comprehensive requirements	Limited requirements	Limited requirements
CYBERCRIME								
1. Are cybercrime laws in place?								
2. Are cybercrime laws consistent with the Budapest Convention on Cybercrime?								
3. What access do law enforcement authorities have to encrypted data held or transmitted by data hosting providers, carriers, or other service providers?				Access with a warrant	Access with a warrant	Unlimited access	Not stated	Unlimited access
4. How does the law deal with extraterritorial offenses?				Comprehensive coverage	Comprehensive coverage	Limited coverage	Limited coverage	Comprehensive coverage

Graph 1. - BSA Cloudscore BRICS Technology capabilities analysis

#	QUESTION	Yes	No	Partial		Brazil	South Africa	Russia	China	India
INTELLECTUAL PROPERTY RIGHTS										
1.	Is the country a member of the TRIPS Agreement?					✓	✓	✓	✓	✓
2.	Have IP laws been enacted to implement TRIPS?					✓	✓	✓	✓	✓
3.	Is the country party to the WIPO Copyright Treaty?					✗	✗	✓	✓	✗
4.	Have laws implementing the WIPO Copyright Treaty been enacted?					✓	✓	✓	✓	✓
5.	Are civil sanctions available for unauthorized making available (posting) of copyright holders' works on the Internet?					✓	✓	✓	✓	✓
6.	Are criminal sanctions available for unauthorized making available (posting) of copyright holders' works on the Internet?					✓	✓	✓	✓	✓
7.	Are there laws governing ISP liability for content that infringes copyright?					✗	✓	✓	✓	✓
8.	Is there a basis for ISPs to be held liable for content that infringes copyright found on their sites or systems?					✗	✓	✓	✓	✓
9.	What sanctions are available for ISP liability for copyright infringing content found on their site or system?					Not applicable	Civil	Civil	Civil and criminal	Not applicable
10.	Must ISPs take down content that infringes copyright, upon notification by the right holder?					✗	✓	✗	✓	✓
11.	Are ISPs required to inform subscribers upon receiving a notification that the subscriber is using the ISP's service to distribute content that infringes copyright?					✗	✗	✗	✗	✓
12.	Is there clear legal protection against misappropriation of cloud computing services, including effective enforcement?					Limited protection (criminal activity only)	Comprehensive protection	Comprehensive protection	Comprehensive protection	Comprehensive protection
SUPPORT FOR INDUSTRY-LED STANDARDS & INTERNATIONAL HARMONIZATION OF RULES										
1.	Are there laws, regulations or policies that establish a standards-setting framework for interoperability and portability of data?					✗	✓	✓	✓	✓
2.	Is there a regulatory body responsible for standards development for the country?					✓	✓	✓	✓	✓
3.	Are e-commerce laws in place?					✗	✓	✓	✓	✓
4.	What international instruments are the e-commerce laws based on?					Not applicable	UNCITRAL Model Law on E-Commerce	UN Convention on E-Contracting	UN Convention on E-Contracting	UNCITRAL Model Law on E-Commerce
5.	Is the downloading of applications or digital data from foreign cloud service providers free from tariff or other trade barriers?					✗	✓	✓	✓	✓
6.	Are international standards favored over domestic standards?					✓	✓	✓	✓	✓
7.	Does the government participate in international standards-setting process?					✓	✓	✓	✓	✓

Nevertheless, Russia political and macroeconomic conditions are not the most suitable for foreign investors, as it remains being led by high levels of political influence regarding the largest companies operating in the market, in particular the state-owned companies. The state of Russia has been increasing its respective shares on public-owned companies with strategic purposes, as a mean to impede the private and foreign investors in particular from gaining relevance or market share within industries and sectors, the government considers fundamental regarding their market control objectives (Index, Transformation, Transformation, & Index, 2016a). However, independent studies approaching this fact are still not available.

Russia has had some controversy results on some rankings and studies worldwide, having overall stable results, but hiding some major flaws in specific crucial fields which highlight the direct implications of having such a state-oriented economy. For example, considering the “Ease of doing business 2015” ranking, Russia is ranking 62 out of 189 countries, however, in capital evaluation topics integrating the ranking like dealing with construction permits, Russia is positioned at 156th and, moreover, in trading across borders is placed as 155 (World Bank, 2015). Unattractive conditions for business as the ones referred before, especially concerning the lack of certainty associated with property rights cause direct impact on investment levels which are far below the expected in order to support and leverage Russian economy. Regarding the continuous pace of the investors non-supportive policies, in the month of January of the previous year, Moody’s and Standard & Poor’s announced a downgrade concerning the Russia credit rating to the BB+ level, which will also certainly not be helpful in order to improve the business environment and the relations of the country with foreign investors.

As already referred above, there are some strategic sectors within the Russian economy, which the state does not want to relinquish controlling, as these are considered fundamental for national security. These mentioned sectors, are often safeguarded from any competitive pressures and have been incorporated within sector specific conglomerates in a way of dominating the market with no relevant opponents. Namely, there is the case of “Russian Technologies”, which is ruled by a longtime associate of Vladimir Putin, Sergei Chemezov, who have been protecting the industry according to the state’s interests. Even though Russia has joined the World Trade Organization (WTO) in August of 2012 after

long rounds of negotiating and despite the foreign trade liberalization in theoretical terms, there are still on practice strong barriers to trade (Index et al., 2016a)

These and other facts related with the lack of support from competent entities added with the weak institutional framework, which increases the already high levels of ineffectiveness of the market based on the free competition principles, directly affects the confidence and the trustworthiness of the system, which is way bellow of the remaining BIC countries general levels, as the picture above can highlight (Fig. 3).

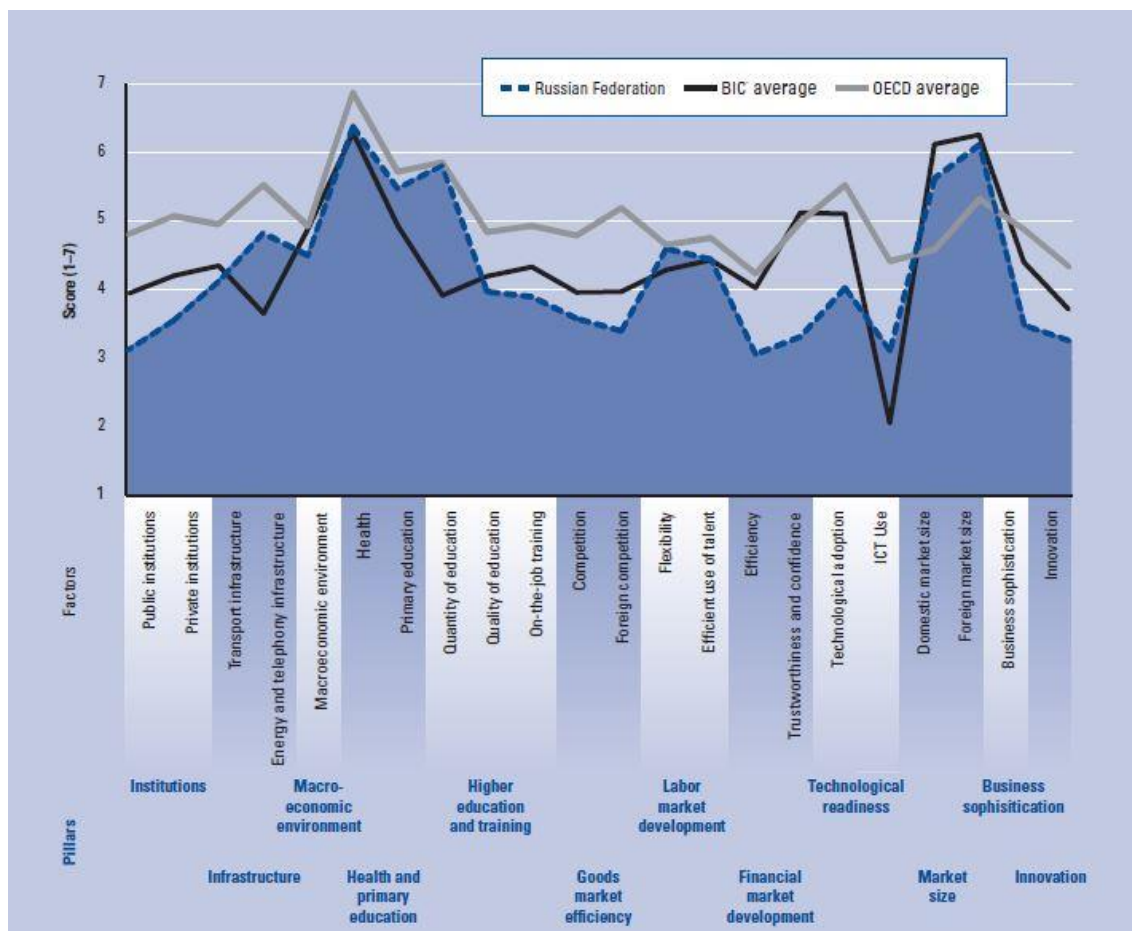


Fig. 3 – Russia VS BIC VS OCDE average overall results

Source: World Economic Forum 2011 – Russia Report

Addressing the general macroeconomic picture related with the Russian economy, there are some major facts that lead us to conclude that the Russian geography is not a viable option to install and distribute SCRAIM business.

Ultimately, two viable options are presented in order to introduce SCRAIM's business, India and China. Moreover, and since the author is approaching accelerators and incubators as a mean of distribution, is important to understand that these two countries

appear as an unique opportunity, since they comprise almost 97% of their business through SMB's (small and medium businesses) activities and these, in turn, generate approximately 40% of total exports and output (Zinnov consulting report, 2011).

5.2 Analysis of the post-selected target markets

The market selection for international expansion is always a challenging process and has the implicit need for a profound and coherent analysis. In this process, and regarding the strongest possibilities as being India and China, several factors must be pondered in order to understand and define the best suitable geography to expand. During this analysis, macroeconomics perspectives will be addressed, as well as ICT related conditions of each country in order to evaluate the best option to follow and subsequently define the best or the bests regions to settle SCRAIM business.

India and China appear in the global scenario as the two fastest growing economies, with sustained Gross Domestic Product (GDP) rates varying from 7 to 10 per cent and sometimes higher, over the past few years. Moreover, these are the two most populous countries worldwide with 1.1 and 1.3 billion people respectively, and represent a major opportunity even for niche markets due to the immense diversity of the market in terms of religions, ethnicities, customs and traditions. However, India is the only country among the BRICS, who has managed to maintain its growth rate during the year of 2015 and it is still expected to increase it in the year of 2016 (International Monetary Fund, 2015).

The two countries have been sites for tremendous growth in various areas, as the trade liberalization and the open market structure have took place. Even though, they present extremely different political systems, both countries enhance a number of similarities regarding the reform plans they have been following, namely, regarding the government role or its degree of intervention, in order to ultimately increase their openness to foreign trade and therefore, pursuit their path to become major economies in a global sphere.

However, regarding the steps both countries have been giving towards a freer economy in order to follow the open market requirements, the Economic Freedom Index shows that the outcome has not been so identical to both countries. It has been noticed a clear backset concerning China's policies to keep the investment and trade open towards

the global world, since it has not introduced the desired changes considering the promises made when entering the World Trade Organization in the year of 2001. Fact which nowadays lead the country to an alarming 144th position out of 178 countries in the Economic Freedom Index. On the other side, India has shown a steadily progress when compared with the world trend, as the country has even surpassed China regarding the overall score of economic freedom (Fig. 4).

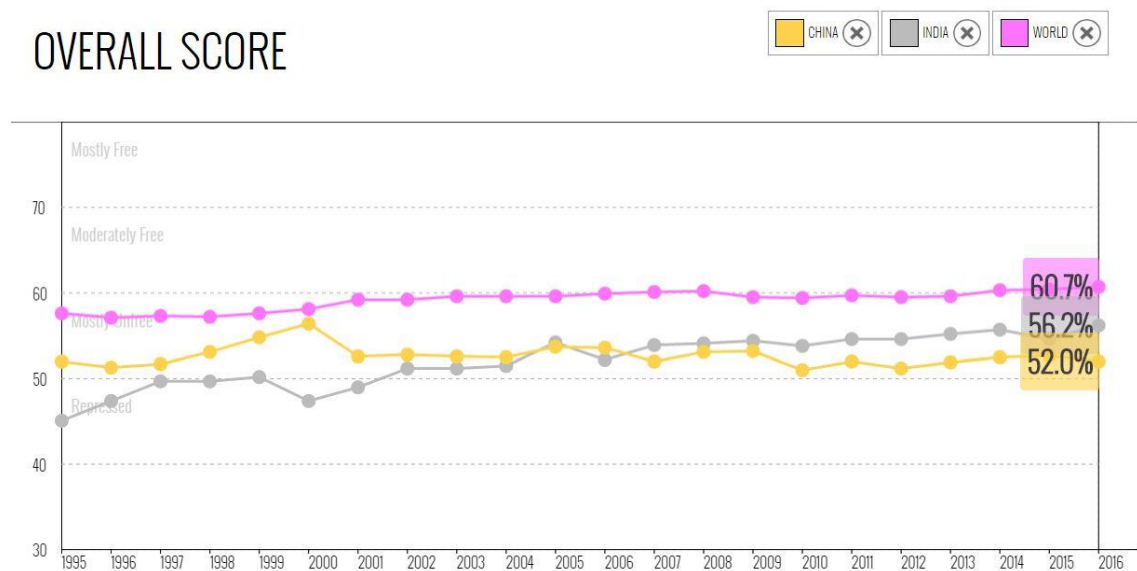


Fig. 4. – India and China economic freedom comparison
Source: Economic Freedom Index 2016

Regarding some other macroeconomic aspects, the numbers for both economies are extremely pleasant as it was already referred, and moreover, according to Richard Herd and Sean Dougherty (2007) comparative work, the areas within the Indian economy which showed the most impressive progress until the year of 2005, have been the labor productivity (4.36% increase from 1990-1999 and 3.76% increase from 2000-2005), GDP per capita (4.80% increase from 2000-2005), employment (2.61% increase from 2000-2005) and on the financial side, the capital stock has also been target for very compelling increases, reaching a 6.68% growth in the period of 2000 to 2005. Regarding the Chinese economy, the same author found that according to China National Bureau of Statistics and his own estimations, the main factors behind China growth were the labor productivity, having compound growth rates of around 8%, since the beginning of the 90 decade, the arise of capital stock in the country (10.04 % increase from 2000-2005) and the GDP per

capita growth, which was driven by the overall growth of the economy and by pleasing overall results regarding social welfare.

In order to have a state overview of both countries, in a macroeconomic perspective, the table below highlights the most relevant rankings and the two countries associated position, concerning the overall trade conditions they are found:

Countries	World Economic Forum EOS	Bertelsmann Foundation TI	IMD World Competitiveness Yearbook	World Justice Project ROL	PRS International Country Risk Guide	Economist Intelligence Unit	IHS Global Insight
India	54	45	35	25	41	38	32
China	49	36	39	28	31	38	32

Source: CPI 2015

It is possible to understand that both countries go hand in hand in most of the rankings, founding themselves more or less in the same stage of improvement as well as in what concerns the appropriate conditions for doing business, even though that it is relatively noticeable that China is in a more advanced stage of development comparing to India. Facts that are already explained above regarding the stage of development and wide-ranging growth the Indian nation has more recently entered. Fact which promise to be reflected on a sustainable growth across the next decade or so.

Moreover, A. T. Kearney (2014) realized an analysis called Global Sources Location Index, where it puts India on the top of the classification among the BRICS countries, considering as weighting areas the, financial attractiveness, people skills and availability, as well as the business environment. India ranks first with 7 points on the overall score, being immediately followed by China with 6.15 points, what lead us to conclude that, besides the relatively more advanced stage of development regarding China's economy, India presents itself as a nation with more opportunities as well as a "sexier" market for international risk takers.

On other relevant areas, related with the corporate level and regarding Indian economy, the increase of the labor productivity and the income growth had a high-pitched impact on the active population, due the entrance of foreign players fundamentally regarding the big cities, who brought along with their internationalization purposes, new

systems and management models jointly with innovative tools into the Indian business reality. As well as the phenomenon linked to the shift of several previously public companies to the private sector, which had remain many years under the public management and jurisdiction and have change its dynamics, allowing the state to accumulate and invest the capital gained with these processes in other crucial fields.

As it was already referred, the Indian economy as well as its government have been constantly evolving concerning its investor friendly policies, selling the image of a country where it's being more and more easy to invest in, having emerged on top, with a 47% increase in the year of 2014 and 641 announced projects, considering the figures associated with FDI attractiveness, inclusively beating China's score concerning the greenfield investment within the country ("Investment climate statement 2015," 2015). The country adds to this fact the abundancy of natural resources at a low price, as well as the lower cost of production, due to the lower labor rates. On the field of labor farce, it's also important to mention that India is famous for being a cradle for extremely skilled manpower, mainly on the IT and mathematics areas, offering some genius heads to the world, such as the actual Google CEO or the ex-Infosys Chief. Additionally, and to magnify the possibilities among this skilled labor force, 65% of the population regarding the Indian nation is between 15 and 35 years old according to the International Trade Center data, which can be considered as an opportunity, since SCRAIM business is technology-related and the learning process regarding the platform would be faster with younger people.

Concerning the business environment conditions in India, according to Doing Business 2015, it's possible to highlight some major areas of improvement, such as the ease to start a business, topic which suffered the biggest changes in the last 5 years in order to attract new sources of investment and provide better conditions to the ones willing to invest. The country is also raising awareness in order to protect minor investors and incentive foreigners to partner up with national players, however, there are still some topics that do not drive foreigners will for being part of the second biggest market of the world, such as the construction permits and the enforcement of contracts, as well as resolving insolvency, which still are the country's Achilles' heel in the provided package for foreign investors.

Regarding China, the fields which suffered the greatest changes, it's possible to highlight education; openness to foreign trade, which particularly showed essential for the

country's overall development; the increasing participation of the private sector across the different areas of activity; and lastly the urbanization, which was the pillar for the economic boom China has suffered, going from 13% of the population living in cities in the year of 1950 to 45% in 2010 and projecting to have 60% of the population living within cities in 2030 (Yale insights, 2013). The efforts made regarding the education sector have also been noticeable, with the Chinese government trying to cover the isolated areas of the country with primary schools and expanding the university public services (OECD, 2015).

Even though China has been making huge progresses in crucial areas for the country's development, essentially by adopting an open market strategy, there are still some details that make the picture not so suitable once you've already passed the macroeconomic analysis. Regarding Doing Business 2015, China still has some issues that not facilitate foreign companies operations within the country, such as the topic concerning dealing with construction permits. This is still a major motive for concern regarding foreign players acting in the country, although there were some improvements made, the communist government does not like to abdicate from their land to foreign investors and due to this reason, the country still ranks 179 out of 189 countries worldwide among the referred topic. Additionally, to make matters worse, China also does not ease the access to credit when demanded for foreign players, as well as does not provide the necessary protection to minor investors who want to associate themselves with a Chinese partner, making the referred factors, some of the major difficulties/obstacles when addressing matters related with starting a business within the Chinese geography (World Bank, 2014). As it is possible to state in the figure provided by the World Trade Organization and the Global Trade Alert report in 2015, China along with South-Africa is the country who made less policy changes regarding the commerce-related determination towards the openness of the market, while India is by far, the country which showed the higher concern for having its economy open to the global market, and which added more additional measures regarding the database (Fig. 5).

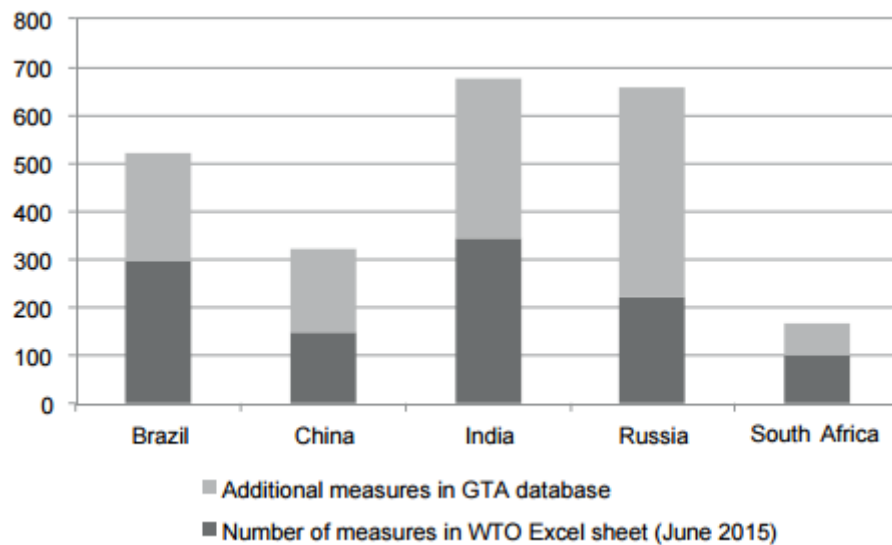


Fig. 5 – Global Trade Alert and World Trade organization coverage of BRICS commerce-related policy changes

Source: Global Trade Alert report 2015

Moreover, and according to a study realized by the Centre of Economic Policy and Research, the “Global Trade Alert 2015”, no country in the world has seen their commercial interest harmed as often as the Chinese nation, whose interests have been affected in a total of 2,153 times since the global crisis in 2008 has begun, as the picture bellow can show (Fig. 6).

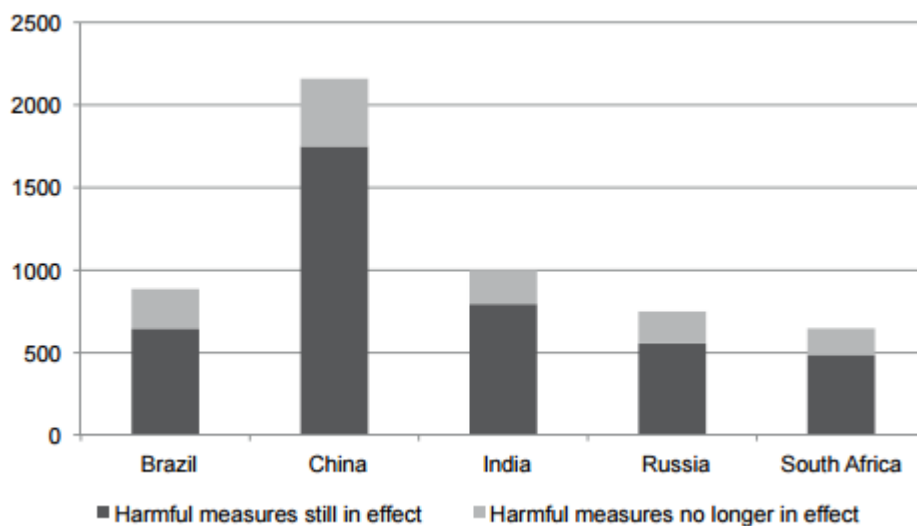


Fig. 6 – Harmful measures among the BRICS commercial interests

Source: Global Trade Alert 2015

This is not just related with global economic slowdown, but also to the risk associated with the country, foreign investors which now are making more responsible and less intuitive decisions when internationalizing, are not willing to risk their investment in such a protective and nationalist environment, even though that we are talking about the world biggest market. India is still another worrying case, however, and as it is possible to observe in the picture above, the Indian sphere seems to deal quicker and more effectively when approaching measures that do not incentive trade.

The countries have both largely invested in critical areas with the purpose of closing the gap with developed economies worldwide. This has involved investment in fields as education, with the purpose of forming and developing their people, having resulted in a considerable amount of extremely qualified labor force that has been either creating jobs within the country, or assuming relevant positions in top multinational companies worldwide, as some cases the author already referred.

Likewise, both countries have also invested in the industrial field, with major sums devoted to aggressive campaigns as “Made in China” or “Make in India”, doing substantial efforts to retain investment within their borders and, moreover, attracting foreign entrepreneurs who pursuit costs optimization and intend to maintain the quality standards.

Weighing all the considerations, it is also important to highlight that China has started earlier the transition process towards the international market openness. Having comparatively involved greater change and being closer from the market economy paradigm, however both reforms process are still taking place, therefore, it would be premature to evaluate the current countries’ situation based on the previous progress. Nevertheless, since India is still on a much rawer phase, it is possible to state that this fact mandatorily indicates that the country presents itself as a much stronger opportunity for SCRAIM’s internationalization ambitions, since the business dynamics in India it’s in an early stage of development and lacking tools that allow companies work more effectively and less costly. Additionally, India still has the possibility of introducing new policies that would certainly improve the total productivity growth. However, it is fundamental to pounder all the pros and cons, not just on a macroeconomic perspective, but also regarding the conditions to receive cloud or network-related businesses and the attractiveness of the market demand for software as a service in the project and process management area.

5.2.1 ICT sector and business environment considerations of post-selected target markets

China and India have indeed been the countries in the spotlight among the suitable geographies to operate in cloud and network-based related businesses, having had an increase of over 50% in terms of ICT investment in the last 5 years. In addition, and regarding the software industry, with this being our main focus of analysis, its associated spending growth has assumed different scenarios among the BRICS countries and, more precisely, between India and China. According to a Gartner Research in the year of 2014, India has been taking the lead among the race with a 10% software spending growth rate, just in the year of 2013, while China has had an also fairly impressive 7% spending growth rate. These figures are fundamental when trying to understand what is the trend and in which direction is the market is shifting, as it is already common sense that most of the worldwide major players are moving their ICT infrastructure and customer support channels towards the East, due to the unbeatable lower labor costs. Moreover, in this scenario is common to highlight China has a major destination due to the actual flow of capital that has been entering to the country with such purpose, however, the shift to India is even more recent and has been gaining colossal dimensions.

There is some suggestive data, regarding the shift the countries have been assuming, such as the employment data and its related numbers over the years. It is possible to notice that both countries have been stage for an increasing trend concerning the employment outside the agricultural sector, moreover, it has also been noticeable the predominance of the secondary sector, comparing to the mobility towards the tertiary sector. Focusing in the Indian case, more than 70% of the increase in the employment came from the secondary and tertiary sectors of the economy, with the secondary sector accounting with 50% increase, mainly due to small manufacturing sites in rural areas (Herd & Dougherty, 2006). Nevertheless, the actual speed of the declining trend, regarding the share of agriculture workers in India, was only half of that observed in China during the period of 1978 until 2003, which once again indicates that most likely, India is just now in the start of the shift in order to become a global power (Fig. 7). This shift has a particular relevance regarding BPO activities (Business Process Offshoring), and more recently various areas concerning the ICT sector, assuming the 49th position among 128 countries in the Trade Performance Index and having had a change in the index of 54 positions just in

the year of 2014. Among the IT range, one branch of the business that has been target of a major affluence, is exactly the software industry and, implicitly, the field of SaaS (Software as a Service).

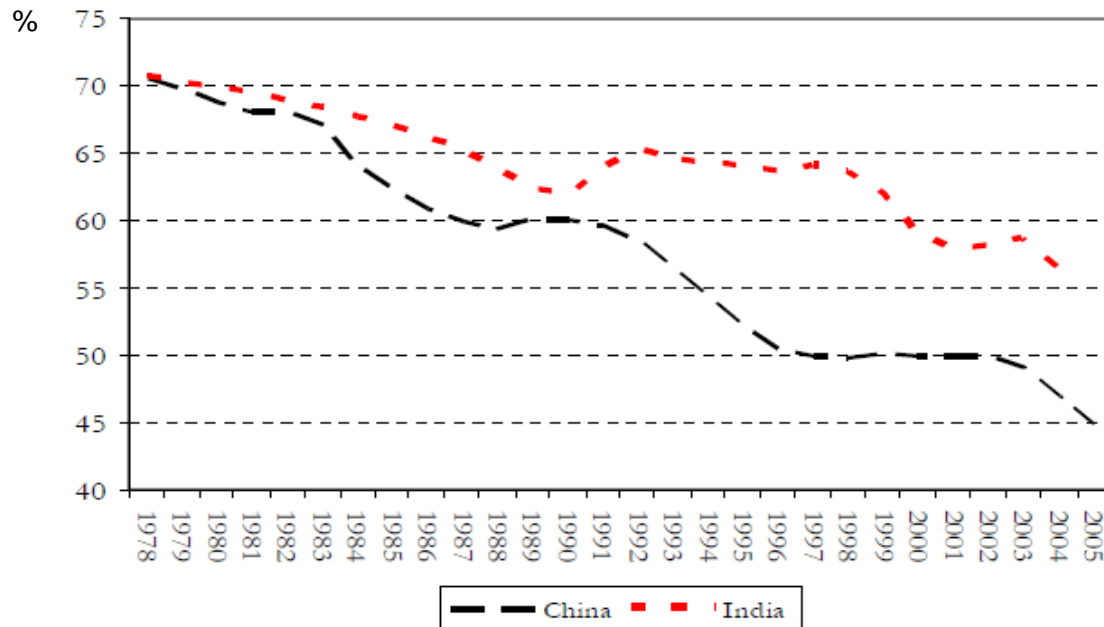


Fig. 7 – Growth employment per year – China VS India

Source: China National Bureau of Statistics and Statistical Yearbook, India Central Statistical Organization and National Sample survey, 2007.

Based on these facts, the Indian economy presents an appealing margin of growth, concerning not just the general employment growth, but also the margin it has regarding the shift from agricultural activities to secondary and tertiary sector activities. Moreover, concerning the secondary and tertiary sectors of activity, the Indian software market has been a particular case. According to an already referred Gartner research, the Indian software market revenue accounted with a total of \$4.765 billion just in the year of 2013, what directly means a 10 per cent increase comparing to the previous year of 2012, where the country achieved a revenue of \$4.334 (Gartner Inc., 2014) (Fig. 8).

2012-2013	
Country	Growth Rate(%)
Brazil	7.8
China	7.0
India	10.0
Russia	8.9
South Africa	6.3

Fig. 8 – BRICS software spending growth rate 2012-2013
Source: Gartner (April 2014)

Bhayish Sood (2014), a research director at Gartner referred that “the Indian software industry is in the middle of a multi cyclical transition as organizations are focusing investments on technologies to support the existing system structure. They are doing this in order to maintain competitiveness, while still taking advantage of cloud/subscription-based pricing where it makes sense to grow and advance the business”. Based on Bhayish Sood (2014) statement, it is already possible to affirm that companies in India have witnessed a boom in the software sphere and that they are untiringly looking after the type of service SCRAIM is providing, with the purpose of helping the companies to maintain or increase competitiveness through the cloud/subscription-based platforms. Systems which enable the leveraging of the company’s internal processes strength and allows to conceive better quality projects.

The same research showed that currently 63% of PC software within the Indian sphere is pirated. Even though this numbers are a reason for concern, as the graph on the figure 8 previously showed, India still continues spending a large amount of money in software, being the country which has grown the most among the BRICS countries in 2013. Moreover, from 2005, when the country accounted with 74% of the total software pirated, to 2008, the software piracy rate decreased exactly 5% and, plus 6% considering the numbers related to the year of 2011, which end up showing a pretty consistent drop, as

well as a general concern to cease the piracy means to enter as a side business to the software area.

Furthermore, Bhavish Sood referred that “recent advances in ICT communications structure of the country, has opened up avenues for local consumption of ICT software and associated services”. The referred efforts towards a safer and secure ICT sphere, considering the technological ambitions of the country, show that in a near future the country aims to be provided with the necessary infrastructure in order to support various network-based and cloud-based services, such as SaaS. Considering the reality and dimension of the market, this implies a golden offer to the type of service SCRAIM intends to commercialize and distribute in a new viable geography.

On the other hand, China at a glance seems to be a suitable country to install and operate in the cloud and network-based services area, however, according with the same Gartner research (2014), it is easy to understand that non-Chinese companies find that hard to establish their business within the region, given the adverse requirements a priori that a foreigner investor needs to be able to compete against. Among the Chinese IT business sphere, besides the weak understanding foreign players own about the local business requirements, newcomers are not just competing against the competitors in the market, but also against government support in a relatively controlled market in terms of leads and “monopolized” deals. Additionally, Chinese software players are able to offer 24/7 support, divided by segmented specialized multi layers in order to satisfy all the consumer needs, which are very difficult to match being a foreign SME, as it is the SCRAIM case. This happens due to the fact that this industry has been developing itself since the 1990’s and the 2000’s decades, fact which allowed national performers to have a much more complex services structure in current times, as well as it enabled Chinese players to have provisioned systems able to combat foreign know-how and financial power.

Additionally, the piracy rate in China’s software business has always been a glaring case for the ones intending to sell and distribute their new feature, product or service in the market. However, this rate was continuously declining until the year of 2010, date which marked its stagnation. Nowadays, China’s piracy rate roughly matches India’s piracy rate 10 years ago and seems questionable whether the scenario it’s going to change in times to come.

Nonetheless, as it is often referred during this work, China and India have some common points that make both countries attractive to operate in the ICT related area, as the fact of both owning incredibly talented ICT engineers whom not always pursue their path working for third parties and often appear to use their skills to infiltrate and copy software which are the foundation for most companies internal processes. The case seems to be even more alarming when considering that both countries are now adopting open-source software in most of their business activities. Fact which has been increasing companies demand for complex and more advanced software capable of enabling foreign and domestic players to develop their activities in a safely manner, leaving small business copycats without a chance for hacking their way into companies unique competitive advantages.

Trends around business intelligence and analytics have been marking the focus for various enterprises investments in platforms, databases or management systems capable of monitoring either punctual client-focus projects or internal managerial processes. Furthermore, it is comprehensive that due to financial availability and other capital factors, most of these the investments are done by large corporations. However, the Indian and the Chinese market have witnessed a trend of growing potential among the small and mid-size businesses (SMB), segment which have actually been playing a crucial role in changing the consumption trends of technology. Nevertheless, these sort of companies always fight against implicit problems of lack of experience, lack of scaling in most of the cases, as well as lack of financial power, which are inevitable in order to understand and handling with the market challenges. However, this environment fulfilled with entrepreneurialism and technological irreverence, is extremely beneficial for SCRAIM's maturation, once we are in the imminence of a product in an early phase and it is essential to develop and grow, while benefiting from the maximum interaction and approval of experts operating within those markets.

Nevertheless, after analyzing several studies concerning the ICT sector among China and India, it was possible to conclude that besides the extremely positive developments both countries have been presenting, they tended to specialize on different segments. In China's case, is clearly noticeable that the country has been specializing their production in the manufacturing branch, with large amounts inflows and outflows of FDI,

as well as export related activities, being directly related with the ICT industry. Moreover, as of 2006, China has actually become the largest country in the whole world producing ICT products, where the value added of the sector increased to 188 billion € (Simon, 2011). Nowadays, 80% of the ICT industry activities revenues in China comes from the production and distribution of computer systems, electronic elements and components, communication equipment and audio and home video products, what lead us to say that China produces and sells fundamentally hardware.

Whereas India, on the other side, has specialized in the services sector concerning the ICT industry, being the principal areas of expertise composed by computer related services and telecommunications. Moreover, unlike the manufacturing branch, the services have gained a significant incidence in the country business sphere, with various categories of companies entering into the game and having directly contribute to a steady growth rate in the sector upon the year of 2000. The openness for the global trade upon the entry to World Trade Organization in 2001 has also contributed in a great scale for these developments. Such events have backed-up a boost among the entrepreneurial spirit in the country as well as fomented the already strong position of major worldwide Indian players, being reflected on an annual grow in the sector of about 27% just between the year of 2000 and 2010, meaning a very significant increase either by services exportations, or by aggregated flows of FDI (Malik P., 2011). Once again, these facts lead us to strengthen the idea that India would be the most viable option.

Finally, another focal point to consider when pondering where to internationalize SCRAIM business is the language adaptations regarding the platform, since it directly affects the effectiveness of the its use, as well as the costs of providing an adequate customer technical support. In the global world we live nowadays, is consensual among business habits, as well as for effects of mean of communication among different nations, cultures and ethnicities, the English as the linguistic bridge, whereas the same is applicable across all services, webpages and platforms. Moreover, regarding SCRAIM financial capability and the aim of adapting the platform to the user in order to maximize the use of it, it is important to have less costly adaptations in order to meet the company's board interest. Moreover, following this line of thought, ideally the best suitable user, would be the native, or at least, the fluent English speaker.

In a way of being able to fundament this selection criteria, the author resorted to the English Proficiency Index, which showed the tremendous differences across Asia, and more precisely between China and India (Fig. 9).

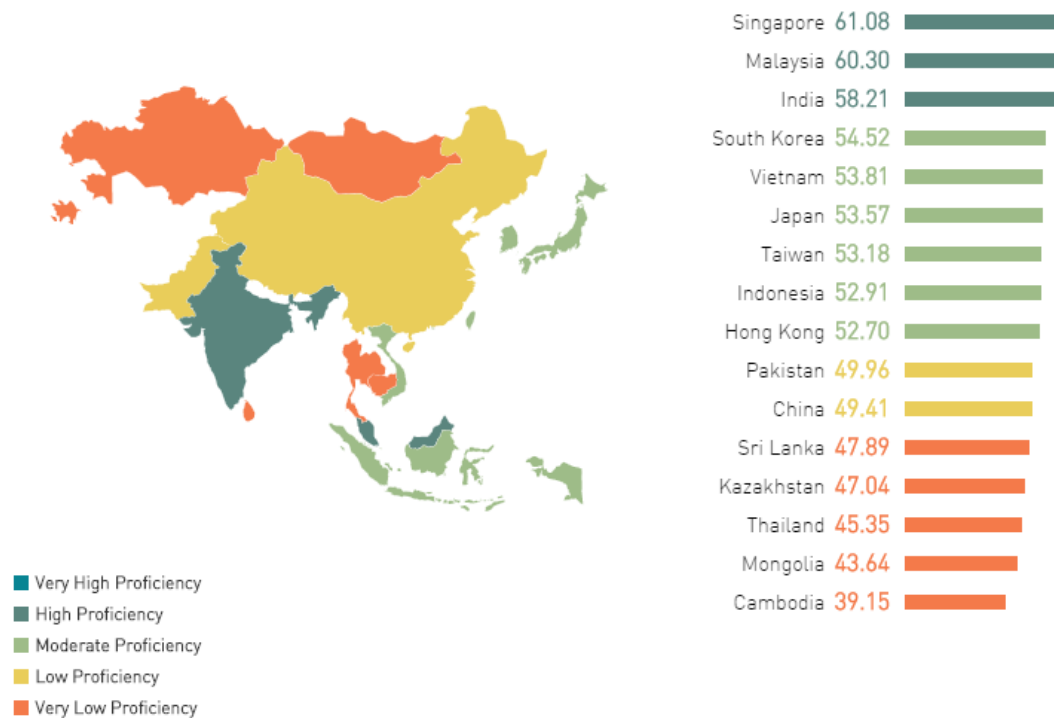


Fig. 9 – Asia English proficiency overview
Source: English Proficiency Index

As the graph can show, the differences across Asia are vast and are very much related with some countries colonial past, as the case of India, which was colonized by the British Empire for approximately 60 years. It is fundamentally due to this events that English is understood and used commonly as a medium of spoken and written communication across the Indian nation. On the other hand, even though China business reality have been passing through efforts towards an integration with worldwide players, English is still used strictly as a business mean, more applicable to the big cities where the presence of multinationals has been more widely noticed. Leaving the country's interior areas with any contact or concern for learning the English language. In such way, that the country is amongst those with the lowest proficiency in all Asia, having an established level of 49.41 of proficiency (English Proficiency Index, 2015). Oppositely, India, is the

third highest proficiency country in the region, being only overcome by Singapore and Malaysia, which are two of the main financial centers worldwide nowadays.

Nonetheless, besides the direct implications of adapting the platform language and customer technical support, there are other factors related with the influence of the English language speakers, as a study of the English Proficiency Index team can state. It is possible to find very interesting and relevant correlations among the English speakers and the expertise of the technicians involved, for instance. Additionally, it was found that English speaking countries have a correlated increase in high tech exports of 0.60, as well as an associated increase in the expenditures in innovation, with a stated correlation of 0.75 (English Proficiency Index, 2015).

Lastly, and pondering the implicit need for having qualified labor force concerning the IT activities that the company hereafter intends to develop, it is important to compare the level of education among the 2 countries. According to Richard Herd and Sean Dougherty (2007), India has more than doubled the average years of education across the last 40 years, being classified as one of the fastest growing rates among countries with available estimations concerning the field of study, originating considerable improvements regarding the 12-year-old age group that previously to this developments was mainly illiterate, as well as the rate of illiteracy amongst the young people, which has evidently reduced. Additionally, the increase in human capital was remarkably fast, increasing at just under 0.9% in an annual basis. Concerning higher education as being the primary focus regarding the ICT and software related activities, Indian higher education students, have particularly specialized in these fields of activities, however, and once again focusing on the tertiary level, China has been gaining some ground concerning the proportion of people attending to higher education institutions.

Nevertheless, based in the various fields and various consideration the author took in account, is fair to indicate India as the most valuable option, given the area of activity SCRAIM plans to develop and its associated specifications, the language considerations, as well as the room to grow that both markets present. Basing on the assertiveness of this premise, the author will embrace the final phase of the project and proceed their work in order to find the best suitable region among the Indian nation to successfully install the platform and hopefully witness the SCRAIM business grow.

6. India – Country diagnosis

6.1 PEST analysis

India is a major mass market worldwide where 1600 languages are spoken and the history, as well as the cultural heritage are extremely vast (Census India, 2011). Each state/region is different culturally, socially and politically speaking, therefore, there's a recognizable need for carefully and minutely analyze each "sub-target market" as being totally distinct from one another.

In order to effectively understand those differences, the author took the liberty to interview 4 individuals: João Rodrigues, AIECEP (Portuguese government agency) representative in India; Natércia Santos, human resource specialist; Valdemar, class trainer on the footwear industry; and Miguel Seixas, SONAE board director. The interviewed individuals have or had the chance for work and live within the Indian reality. The professionals were also stemmed from different hierarchic levels concerning the organizations each one worked for, in a way that the results would not be influenced by any type of inaccurate information due to strictly dealing with one standard segment of the business society. The contributions of the individuals interviewed will be pertinent on various levels, but mostly regarding the social and cultural definition of the common Indian worker and its associated specific habits and behaviors, as this was the most tangible areas concerning their daily basis activities.

To better comprehend the Indian market, a PEST analysis of the country was conducted, also containing valuable information obtained through the pursued interviews.

Political Environment

India appears in the global scenario as the largest democracy in the world due the immense demographic mass of its country, accounting with approximately 1.252 billion people, with a long-term established democratic government having had its independency in 1947 and currently presenting 29 states and 7 centrally administered territories (World Bank, 2014).

The Indian party system is extensive and legitimately stable, however, and according not just to the rankings, but also the individuals the author had opportunity to interview, the "corruption is felt transversally in the Indian system". Nevertheless, there

are a various number of parties expressing common and particular interests that co-exist and are debated at a state and at a nation-wide level. The two main political parties are the Indian National Congress (INC) and the Bharatiya Janata Party (BJP), having both born from coalitions. The Indian National Congress (INC) as a centrist and secular party, leads the United Progressive Alliance (UPA) and applies both conservative and capitalist approaches, as well as methodologies. The BJP leads the National Democratic Alliance (NDA) and represents the traditional values, as well as the small business people, traders and the middle class through a right-wing approach.

Additionally, the country has been commanded by several different parties along the history, however, regarding the historic areas of conflict within country, there are still some areas that not make themselves represent in the elections, such as the case of Kashmir, some parts of the Northeast and a few regions in Central India which are still controlled by the Naxalite Rebels (Bertelsmann Stiftung, 2016).

Nevertheless, the democracy the author is referring to, lived a performance somehow bellow the expected levels most of its time, fundamentally due to the blockade of the parliament via the opposition, which delayed and many times stalled the introduction of crucial reforms regarding the country ideal development path.

Since 2004, the country was governed by the Indian National Congress (INC) until the year of 2014. The proactive alliance was trying to introduce, at a fast pace, many delayed reforms over the years in fundamental structural areas that support the country economic growth in a sustainable way, even though that these reforms are not always materialized according to expectations. Among other factors, these happens mostly due to the disparate coalition partners interests. Efforts have also been done regarding the country's external relations, namely with nations like the United States and China, trying to support the diversification of the economy sectors with bilateral treaties that favor both sides, with the ultimate goal of imposing their strength as an emergent economy.

India also maintains good relationships with developing countries mainly in the Asian and African country, leading to a versatile globalization of its economy. One of the interviewed individuals working for the board of a retail distribution multinational, Miguel Seixas, inclusively said that "it is pretty common to negotiate with African or Middle-East companies, where most or the totality of the board members are Indians", since besides

India having extremely qualified people for the jobs, there are strong commercial and historical bonds with some of the countries in the referred areas.

Moreover, since 2014, Narendra Modi is the Indian Prime Minister, as well as chairman of Bharatiya Janata Party (BJP). As the highest figure in the Indian parliament, he has pledged to accelerate the process of decision making within the government sphere by removing bureaucratic hurdles that slow the country willingness to develop. This was achieved by taking bolder measures in favor of a re-newed broad-spectrum system, concerning the linked administration of central government and the individual states.

Nonetheless, not all the steps given towards a better and more sustained country development are looking through pink glasses. Most of the positive outcomes obtained through the work of Indian institutions is often conditioned by the overstrained judicial system, which establishing a relation to its population has only 15.5 judges for every million people across the nation (Bloomberg Business, 2016). Additionally, the degree of corruption in the country is still a major motive for concern, occupying the 76th position in the Corruption Perception Index (Corruption Perception Index, 2016).

Is also important to highlight that concerning the Indian political environment, there are a large number of interest groups in India, however only a small part of the total population is integrated or participates actively in activities related with political or social associations. Most of the syndicates or unions are only partially autonomous, since in most cases they are associated with political parties' interests or influences, consequently, their capacity or willingness to act is much related with the electoral process. Therefore, cases as the labor unions are very much reliant on whether the party in favor of the workers interests is in power, rather than acting accordingly to the worker class needs independently of whom party is in governance.

Nonetheless, various social movements have emerged and become more recurrent, along with the increasing number of NGOs, which normally are promoted by intellectuals and middle class not conformed citizens who normally fight for the rights of relegated social groups.

Economic Environment

On the economic field India has been shown some interesting numbers in terms of economic growth and has been assisting to the higher speed pace of economic

development since the establishment of the market-based system in the year of 1991, with major influence of the WTO (World Trade Organization) in the expansion of its trade. In the recent years, India has emerged as one of the fastest growing economies, which not only handled impressively well with the global downturn of 2008, but is also expected that the country's economy continues to grow consistently over the next few decades. Moreover, the country had even surpassed the growth percentage of China in the previous year, with more than 7% in the year of 2015, becoming the world fastest-growing large economy ("India soars high", 2016). Moreover, the International Monetary Fund (IMF) predicts that the country will retain this status at least until the year of 2020.

Regarding recent disruptive policies reforms, which contributed in a large scale to India recent boost in economic growth, there were various areas with great incidence on reductions, such as the industrial licensing, formation of *Foreign Investment Promotion Board* (FIPB) and liberalization of foreign capital. These have been considered essential changes in order to instigate a steady improvement of the Indian economic environment. The country had register a GDP of \$ 1.86 billion in the year of 2013 and presented a continuous improvement in the year of 2014 registering a growth rate of 7,3%, comparing with the 6,9% on the former year (World Bank, 2014). Additionally, is relevant to point out that this economic growth as the macroeconomic event supporting significant improvements regarding topics, such as the steady neutral score in the balance of trade, as well as the unceasing decrease of the inflation rate over the years (Bertelsmann Stiftung, 2016).

Regarding India's economic activities, the most meaningful areas are still related with the financial sector, with companies as SBI Capital Markets Ltd (SBICAP) or ICICI bank, as well as the oil and the natural gas sector, with major players as Oil and Natural Gas Corporation Limited India (ONGCINDIA) and the Tata group, which own various major companies with business across various different sectors. Competition in some sectors is still blocked due to the monopoly of a few big companies, likewise, protectionism in some areas still remains an issue with lack of action concerning the established priorities of the new government, in spite of the openness of some previously closed sectors to foreign investors.

The recent elected government of Narendra Modi has also been focusing on the attraction and promotion of foreign direct investment (FDI), such as the openness of

additional sectors that were priory closed or reluctant to this type of investment as well as the cuts promoted on subsidies concerning the fuel activities. Nevertheless, most of Indian firms ownership structure is yet linked to domestic private firms ($\approx 90\%$ of all businesses), which indicates that even though the most recent conjectural policies have been focusing on the openness of the market for foreign investors, in practical terms there is still a long way to go in what concerns mainly the conditions provided by the government for this type of investors, regarding not just elemental factors as the electricity provision, the water provision and the infrastructure services implicit delays, but also the significant rate of corruption, which represent a major administrative and financial burden concerning the decision making process of foreign firms, regarding the possibility of investment in the Indian market (World Bank, 2014). Corruption undermines the operational efficiency and leads to an unfavorable environment to the investors, as they increase the costs of entering the market as well as the risks associated with the business activity. It was inclusively reported by all the interviewed individuals that the rate of corruption in India is intimately connected with inefficient regulations, as these present an opportunity to claim for bribes where companies and even individuals are forced to make “unofficial” payments to public officials in a way of having their requests addressed by the competent organisms.

Concerning the imports topic, there are also massive barriers to trade which contradict the principle of “full trade liberalization”, not just in terms of tariffs and customs policies, but fundamentally in taxes and financial regulations, which is considered a top 3 concern for investors regarding the business environment obstacles of the country, particularly its permit system and its licensing (Ulrich et. al, 2014). Following this line of thought, the Prime Minister Modi aims to present India as an attractive manufacturing site and the government has made a promise in order to reduce the bare bones for entrepreneurs on their latest campaign “make in India”. However, as the product planned to be launched in the market is defined as software as a service and works integrally via web, fortunately, these are aspects that the author does not need to consider regarding the SCRAIM case, at least in the short-term.

As far as services are concerned, India presents itself as a major BPO (Business Process Outsourcing) location with extremely low labor costs when considering the ratio quality/price. This conditions logically enhance India sharpness and potentiated the country grow in a global-wide sphere in the sector and allows it to have a surplus, which

was valued as \$6.2 billion in the year of 2014. Nevertheless, the government highlights the priority as being the export promotion by, among other initiatives, promoting the constant development of the manufacturing activities through the creation of new Special Economic Zones (SEZs) where unlike its other international counterparts, they provide equal scenarios to both Indian and international players and allowed 100% of FDI for all endowments apart from the referred areas that do not list on the constructive record (Ministry of Commerce and Industry of India, 2014).

On the other hand, there are some statistic findings that continue to prove that India may be closer from a third world country rather than an emergent power, such as the relevance of the informal sector in the Indian economy. According to the National Sample Survey Organization, during the period 2011/2012, 75% of the active population was working in the rural areas, as well as 69% of active population working in urban areas were employed by activities linked with the informal sector.

India also remains part of the world poorest countries regarding the distribution of wealth and welfare. India's GINI Index is the reflection of the stated inequality, having rose from 33.4 in the year of 2005 to 33.9 just four years after in 2009, being measured in terms of consumption (Bertelsmann Stiftung, 2016). Additionally, as analyzed by Credit Suisse in the Global Wealth Databook 2014, the wealth share of the top decile of India's society rose from 65.9% in 2000 to 74% in the year of 2014, being followed by an increase the wealth share of the top percentile from 36.9% to 49% in the referred period. Moreover, the country register 32.7% population share bellow the income poverty line (United Nations Development Programme, 2014) and presents itself as the country with the largest absolute number of poor people worldwide, counting with 2\$ per-day poverty as a reference. Miguel Seixas, board member of a Portuguese retail distribution multinational, inclusively said that when in the surroundings of the Indian Capital of Nova Delhi, seeing children searching for food and toys in trash cans is a common picture. However, and in spite of this worrying notion when approaching the Indian reality, on the macro perspectives the country has surprisingly been doing remarkable steps as an emergent economy, having integrated the BRICS block and presenting very pleasant numbers concerning economic growth has a trace for stabilization and trigger for globalization.

Social Environment

The social environment in India is probably the one field of the respective analysis which has the worst picture on the overall outcome, since there are still many reforms to be taken in order to confer the Indian a reasonable standard of living. As the author already referred, poverty is a major concern in the country and has also increasingly affected a various range of states that were not boosted by the macroeconomics improvements that country has been registering and which had been consequently compromised by decades of bad governance. Among them, the most critical are the Uttar Pradesh state, the Bihar and Madhya Pradesh with respectively 589.19, 358.15 and 234.06 thousand of people living below the poverty line (Census Population extrapolated, 2011). Furthermore, India has an HDI score of 0.586 in the year of 2013, ranking as 135 among 187 countries and territories and, additionally registers high levels of discrimination and inequality. However, HDI score has recording a steadily increase over the past decade (United Nations Development Programme, 2014).

Inequalities are also visible across regions, social groups as well as when comparing unskilled and skilled labor force. Social exclusion is also a noticeable topic that affects the traditionally relegated lower castes of the Indian society (the so-called “Dalits”), with approximately 180 million to 200 million people in the referred situation, as well as the ethnic minorities and Muslims (Ninian, 2008). This affects the everyday work environment, as reported by Valdemar Costa, a collaborator of a Portuguese textile firm, who confirms that “normally the individuals integrating the lower castes of the Indian society only have the possibility of applying to the so called blue-collar jobs and that, once working in the company, these individuals have to request for permission in order to ask something to any collaborator who is at least a level up in the hierarchy of the company comparing to him”. The discrimination does not end here, whereas an enlightening study made by the OECD (Organization for Economic Cooperation and Development) assures that 90% of the employees in India are out of the social security system, which may originate a chaotic situation under a hypothetical crisis phenomenon, since many people may get out of their job without any unemployment guarantee or benefit.

Other reason for concern, is the gender inequality issue, where despite the improvements, India counts with a Gender Inequality Index of 0.563, rating extremely low in an international sphere, standing in the 130th position (United Nations Development

Programme, 2014), as well as in what concerns women's rights and gender equality, which officially are recognized, but in fact, woman still largely discriminated and mistreated within the majority of states in the Indian society. Efforts have been made at an international scale to change the situation, considering that this subject has created such an awareness that is often brought to debate in international events concerning human rights. Discrimination is widely noticeable from the abortion to the household discrimination in the access to food or sanitation and this is mostly associated with the cultural implicit actions of the male-controlled family structures, especially in region of Northern India, but which happen also in main cities as Gurgaon, as told by Natércia Santos, a collaborator of a consulting company operating in the market. Natércia said that the situation is clearly shocking as she revealed that, for example, "when a foreign woman would have been victim of violation or harassment cases in the city surroundings, the case would appear on the news and reported as a serious crime, however, when the common Indian woman would report the same type of crimes to a police station, she would have to may be subject of being frowned upon by the belonging society".

Nevertheless, improvements have been made in what concerns woman's access to education, activists and a much more committed to the cause government, have been raising awareness close to the parents of the youngest generation in the Indian society to fight against illiteracy, in such way that nowadays enrollment rates on primary education have been stage for a significant escalation regarding children attendance, as well as having additionally obtained a remarkable outcome in what concerns male and female ratio, which has finally reached equality in recent times. However, in the secondary and tertiary education levels, disparities are still noteworthy, which registers a ratio female-to-male of 94 and 78.1 respectively (United Nations Development Programme, 2014).

As already mentioned above, there are a large number of social and political interest groups within the Indian reality, which appears to be natural when addressing a society with around one billion people and various ethnic groups as well as religions, however, only a small part of the population integrates or actively participates in the activities conducted by the referred associations. These movements tend to occur more often in areas where local tribes and communities are installed and mainly against mining projects and land acquisitions, since these social groups have long traditions in opposing the governance and fight for their rights since the times of the colonial era. However,

frequently these protests and the organizations in charge of them are manipulated with political purposes, working very often as a mean of communication among states and national governments.

Despite the heterogeneity that exists within the Indian society, there are common aspects that characterize the society as a whole. Accordingly, it is useful to use Hofstede analysis (Fig. 10) and related further studies in order to help contextualize the cultural values of the Indian society. This will allow to highpoint India as a hierarchical society with a well-defined structure among the lowest and the highest levels, with power-privileged individuals in decision-making positions, having little or no receptivity to the individuals positioned bellow them, as already confirmed by the information collected regarding the author pursued interviews. Power tends to be centralized and employees commonly expect clear directions within the business environment. Moreover, as the author already refer and as the graph clearly shows, India is an undoubtedly masculine society, flashing ostentation that goes beyond the household practices, even displaying on brand ads or in religious philosophies a noticeable man supremacy.

Furthermore, India has an extreme diverse religious and cultural society, presenting itself as mainly Hinduist, fact which shows to be very much related with the preference for a long-term orientation and having a high tolerance for different ideas or point of views regarding social interactions, as well as a pragmatic way of approaching the everyday life.

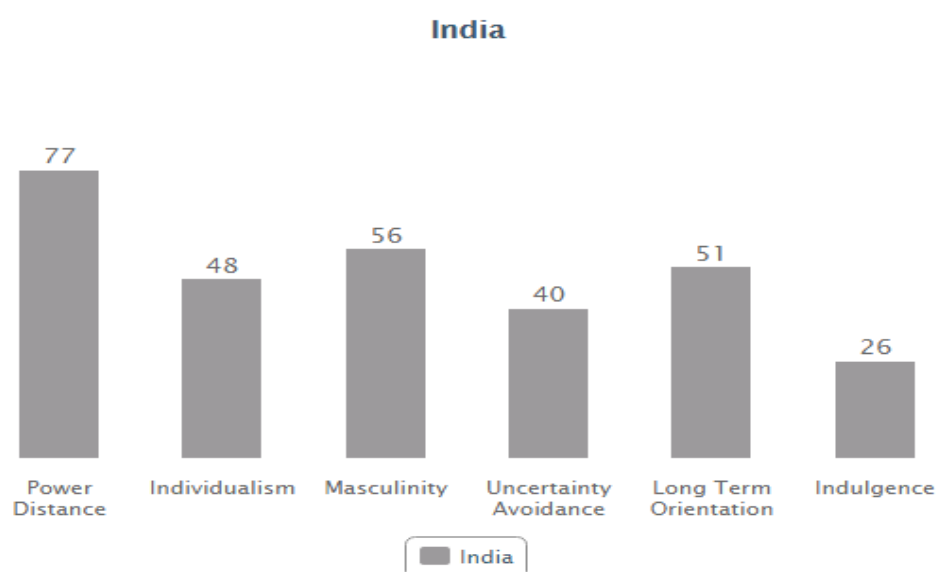


Fig. 10 – India social dimensions
Source: Geert Hofstede country rankings

Lastly, a relevant curiosity already referred is that India has a wide list of spoken languages among the various groups of people inhabiting the country, nevertheless, the Indian Constitution has stipulated Hindi and English as the official communication languages for the national government. Moreover, there are 18 languages which are officially adopted by different states for administrative purposes and also as a mean of communication between the national and the state governments.

Technological Environment

Regarding PEST analysis, this is the most relevant component concerning the SCRAIM's case and is safe to say that India is presented as the geography which owns the most suitable and interesting conditions to our service, as the country has one of the strongest IT sectors worldwide, being constantly promoting the development of this area, fundamentally through software upgrades as well as other technological improvements.

Assuming the need to follow up the global economy pace of development, India is still giving steps towards a more open economy and, the recent R&D and industrialization policies as well as the joint collaboration of government and states competent departments (such as the Science and Technology department, as well as the Industrial Research department) with the industry, having the aim of promoting public-private partnerships, are clearly signs of the continuous progress the country has been doing, as well as a demonstration of willingness to incentive the private initiative on the field.

The need for the referred global approach led the incentives to the private industry towards new findings in R&D, by providing shared costs and rewards, as well as coverage against the high implicit risk associated with the research related process. An evidence of such enrollment by part of the responsible entities of the government, is the recent data from the Ministry of Science and Technology, which states that the gross expenditure on R&D has been steadily increasing over the years. In the year of 2004-2005 the gross expenditure in the field reached 24.117.24 Indian rupees (₹) and just 5 years later in 2009-2010, the volume suffered an increase of around 45%, reaching the 53.041.30 Indian rupees (₹).

The government has been pursuing extremely useful measures in order to make the country an example of the best embryonic conditions regarding the IT advancements, namely in high education. The country is inclusively considered the third largest center in

the world on this category, only surpassed by China and United States. Additionally, the science and technology sectors have been target for significant research and constant development of innovative methods, being nowadays capable of providing 3G and 4G technology to their population, which facilitates the progress of several projects in the field. The country has focused so much in the area that the Global Innovation Index (GII) has ranked India has been an outperformer in its peer group regarding its innovation capabilities.

India appears in the global picture as a digitally empowered society with innovative characteristics, having already achieved the goal of having Wi-Fi services to all cities with populations greater than one million, broadband internet access to approximately 250.000 village clusters and 400.000 internet access points predicted for the year of 2019 (“India soars high,” 2016). Additionally, the “Smart Cities” program aims to enable the introduction of state-of-art ICT solutions in order to leverage the living conditions and the governance, as well as the “Digital India” program, which was designed in order to improve conditions in a much broader way across infrastructures, processes, skill sets, delivery platforms and manufacturing. Through the achievement of these developments, India has the ultimate goal of providing all the necessary conditions to create a self-reliant knowledge economy.

However, besides the planned future achievements and related programs, there are still some arrangements that urgently need to be taken care of. The carried out interviews and the data analyzed suggest that topics such as the electricity connection issues, which are fundamental for conducting any business or most basic process operations, still needs to be unavoidably addressed. In the Indian case, according to the Doing Business analysis, getting electricity in India currently requires in average 5.00 procedures, takes 90.10 days and costs 443,30% of income per capita. The country is currently ranked as 70th in the ranking of 189 economies regarding the ease of obtaining electricity, however the main cities as the case of Mumbai, Delhi and Bangalore made getting electricity less costly by reducing the security deposit for a new connection, and also conceived a simpler and faster process by eliminating the internal wiring inspections and by improving internal work processes and coordination.

6.2 Legal aspects – Protecting Intellectual Property

India's legal system follows the common law principles, as it belongs to the group of countries which were under the British regulation or were part of the British Commonwealth network. As such, the jurisprudence followed in India is practically the same as the one prevailing in the United Kingdom, however with adaptations to the typical Indian values and beliefs.

The constitution of India has set up three branches of state: 1. The executive; The judiciary; 3. The legislature.

However, and since SCRAIM is entering the country as a foreign entity, it is needed to address relevant associations/entities in the field who can protect our interests and promote opportunities to explore within the country. According to 2 of the interviewed individuals, it was stated that "it is advisable to contact associations which promote international business in a primary phase" over the individual and proactive contact. Among the various option, most being considered inefficient and having lack of means when compared to the demand for their services (Bloomberg news, 2016), there are structures typically used by foreign investors in India in order to facilitate business promotion and explore opportunities, which are called *Liaison Offices*. These offices act as a communication channel between the head office of foreign corporations and business parties in India (Sanghavi D., 2015).

The same is applied to the *Branch Offices*, which are settled as an extension of a foreign company in India, and additionally to the *Liaison Offices* have the jurisdiction for inclusively export and import goods, as well as rendering professional consultancy services, among other legal advantages (Sanghavi D., 2015).

However, these kind of offices are costly and their expenses are met entirely by inward remittances of foreign exchange from the head office outside India. Therefore, and as these offices can represent a group of companies, with the help of previous contacts and partnerships established by SCRAIM which reinforced the previous entry on United States, could in fact, be extremely useful in the case of having or being connected with a liaison office.

Nevertheless, since SCRAIM's business is a technology-related one and it is extremely important to protect the business and its competitive advantage from copycats and hackers, there are institutions which can legally ensure that SCRAIM has their

intellectual property or its trademarks certified as their owns at a national or at a state level. So, following this logic, appropriate offices that would guarantee a safer environment among India copycats sphere were identified (Table 1 and Table 2).

Table 1. India Intellectual Property Right Offices

Office	Territorial jurisdiction
Patent Office Branch Mumbai	The States of Maharashtra, Gujarat, Madhya Pradesh, Goa and Chhattisgarh and the Union Territories of Daman and Diu & Dadra and Nagar Haveli
Patent Office Branch Chennai	The States of Andhra Pradesh, Karnataka, Kerala, Tamil Nadu and the Union Territories of Pondicherry and Lakshadweep.
Patent Office Branch New Delhi	The States of Haryana, Himachal Pradesh, Jammu and Kashmir, Punjab, Rajasthan, Uttar Pradesh, Uttaranchal, Delhi and the Union Territory of Chandigarh.
Patent Office, Kolkata	The rest of India

Source: own elaboration through independent research

Table 2. India Trademark Offices

Office	Jurisdiction	Location	Address	Contacts
Trade Marks Registry (Head Office)	State of Maharashtra, Madhya Pradesh and Goa.	Mumbai	Intellectual Property Bhavan, Near Antop Hill Head Post Office, S.M. Road , Antop Hill, Mumbai 400037	Tel: 022-2410 1144, 24101177, 24148251, 24112211 Fax: 24120808, 24132295
Trade Marks Registry	State of Jammu & Kashmir, Punjab, Haryana, Uttar Pradesh, Himachal Pradesh, Union Territory of Delhi and Chandigarh	Delhi	Intellectual Property Bhavan, Plot NO.32, Section 14, Dwarka, Delhi	Tel. 011- 28082915/ 16/17
Trade Marks Registry	State of Arunachal Pradesh, Assam, Bihar, Orissa, West Bengal, Manipur, Mizoram, Meghalaya, Sikkim , Tripura and Union Territory of	Kolkata	CP-2, Sector V, 5th floor, I.P.Bhavan, Salt Lake, Kolkata- 700091	Telfax. 033- 23677311

	Nagaland, Andamar & Nicobar Island.			
Trade Marks Registry	The state of Gujarat and Rajasthan and Union Territory of Daman, Diu, Dadra and Nagar Haveli	Ahmedabad	15/27 National Chambers, 1st floor, Ashram road, Ahmedabad - 380 009.	Tel: 079-26580567
Trade Marks Registry	The state of Andhra Pradesh, Kerala, Tamil Nadu, Karnataka and Union Territory of Pondicherry and Lakshadweep Island.	Chennai	IP building, GST Road, Guindy Chennai-600032	Tele: 044- 22502041, Fax: 044- 22502042

Source: own elaboration through independent research

Additionally, it was also necessary to research the implicit costs (Indian Rupees) of having such protection and the various types of applications implicit to the process (Table 3).

Table 3. Patent Office application fees

No	Description	Patent office Fee (INR) 1\$ = ~ 60 INR(E-Filing only)
	Description	Patent office Fee (INR) 1\$ = ~ 60 INR(E-Filing only)
		Other than Natural person
		Small Entity
1	Application for grant of patent	4000
2	Early publication fee	6250
3	Request for examination of patent application	10000
4	For every Extra sheet over 30 sheets	400/sheet
5	For every Extra claim over 10 claims	800/claim

Source: Patent in India platform, own elaboration through independent research

Nevertheless, being SCRAIM's managers strategy establishing a re-selling contract with incubators and accelerators in order to distribute and promote their service, the particular terms and specifications of the contract got to be managed according to the both parties interests, however, one of the individuals interviewed, Miguel Seixas, board of a Portuguese multinational, advised to "establish the contract according to the UK law", with such terms, SCRAIM could have an independent nation dealing with eventual problems that could arise among the process, since the legal field is the one which can represent as the bitterest to the company internationalization interests.

7. India – Development of hypothesis for international expansion

As already referred, India is the second most populated country worldwide, having 53 major cities and urban agglomerations with more than a million people, the most populated being Mumbai (Bombay) with 12.4 million people, New Delhi with 11.1 million, Bangalore with 8.4 million, Hyderabad (Andhra Pradesh) with 6.7 million, Gujarat with 5.5 million, Chennai (Tamil Nadu) with 4.6 million, and Pune (Maharashtra) with 3.1 million people (Census India, 2011).

Likewise, in order to coherently address this major market, there is the need to understand what the company main strategy is and where SCRAIM has more conditions to grow according to it. After having made a macro analysis of the country, a carefully examination of the major cities was conducted, in order to show where the demand for this kind of software is higher and where it is possible to gain from symbioses to the further development of the platform, which of them has the greater need for the type of services SCRAIM provides, and which of the cities has the biggest focus on industry as well as projections made for them in the long run.

The market current growth rate and the significant potential in the cloud services area leave no margin for error, and place the country in the 8th position in the ITA's Cloud Computing Top (2015). Nowadays, over 250 million Indians use web-connected services, which besides seeming an appealing number, leaves more than 4/5 of the population not

aware of the benefits of this new emerging era. Generally, people who already embraced the cloud era, rely their services on cloud applications and other functionalities, such as e-commerce, internet access, mobile devices and other applications usage, fact which leaves room for expansion when referring to the openness for business activities adoption. Nevertheless, and as stated in the previous chapters, according to a Gartner Research (2014) the cloud-related spending in India should overcome the rest of the world, reaching nearly 2 billion euros in 2018. Moreover, the most significant driver for these optimistic predictions comes from the generalized interest among business customers, across a widespread number of industries, in the most various kinds of cloud-related services. A related survey showed 96 percent of existing business use or are planning to use until the end of the year cloud related services, what show that, even though other analyzes don't uplift such appealing data, the Indian market has been building greater awareness for the need of integration and interaction of their businesses with cloud-related tools (ITA markets report, 2015).

The scenario of R&D foreign and national investment is not any different. During the 90's, the main cities were clearly ahead of the race comparing to investment made in the rest of the country. Cities as Pune, Hyderabad, Bangalore and Chennai in the southern part of India, constituted almost 100% of the R&D talent pool within the country and even though the other areas in the north and center have now speed up, with the help of equalitarian and promotional policies from recent governments, the southern referred cities, still constitute 65% of multinationals R&D talent pool, and undoubtedly are the way to follow regarding SCRAIM case (Llc, 2012).

Among this attractive ecosystem, **Bangalore** stands out by owning an excellent IT infrastructure and appearing with a domination position over all other contenders in what concerns the multinationals spending in software product development and embedded R&D, as well as regarding the product companies starting in India in the last two decades, with 55% based in the mediations of Bangalore and NCR regions (Zinnov analysis, 2012). Besides, this eye-catching target was suggested by 3 of the total 4 interviewed individuals as being the matchless "Indian technological hub". The region is well known as the "Silicon Valley of India" and is demarcated from all others, not just in inflows of FDI, but also regarding security, life quality and lack of likelihood for having natural catastrophes. It holds 35% of India's talent pool and has a thriving start-up ecosystem with over than

60% of the product start-ups in all India, as well as a privileged contact with noteworthy academia institutes within the region. Additionally, as being a Special Economic Zone (SEZ) integrating the government program concerning the efforts being made for a faster development of the main industrial cities of India, its infrastructure system it's also rapidly catching up the technologic boom, being targeted for new power generation and metro rail projects in order to boost de the infrastructure overall improvements of the region (Zinnov analysis, 2012).

Bangalore has some worldwide known multinationals operating within its surroundings, such as Yahoo, McAfee, HP, Microsoft, IBM, Oracle and Netapp, and it has been witnessing a steady software export grow every year, nevertheless, it leads to high operations costs and high attrition due to the fame and profit of hosting major worldwide players. Besides, the region of Bangalore is also known by its multicultural sphere (also due to the noticeable presence of multinationals) and the various number of languages spoken, what makes it even a more propitious place for having English as the number one mean of communication.

Therefore, through the opportunity for demand, making the platform grow benefiting from the richness of interactions with this particular entrepreneurial and highly quoted eco-system, and having privileged contact with academic institutions, the suggestions are:

P1: Internationalize SCRAIM to India, having the Bangalore IT hub region as the initial focus.

Accomplishing very compelling results in the last 2 decades is also the region of **Pune**, also located in the southern part of the country and known as the “Oxford of the East” due to its oldest and accredited education institutes. Furthermore, it hosts prominent research institutes and privileged links to the corporate world, fact which made one of its business districts known as the SBD East appear in the Indian scenario as the 3rd most profitable business district national wide (Report, 2013). According to one of the interviewed contributors to this work, João Rodrigues, who is living in India now for 17 years and works for the Indian branch of the External Commerce and Investment Agency of Portugal (AIECEP), “Pune has over 400 German companies operating mainly in the manufacturing sector, and owns the 2nd biggest center of R&D worldwide, which contribute as a major attraction for international companies and originates a spillover effect

to all the Indian companies who already supply or intend to supply this same international corporations”. João Rodrigues strongly advised the installation of SCRAIM business within the sphere of the region in order to have the most of this resourceful and opportune ecosystem. Furthermore, the region brags for having as one of its key drivers for success, the proximity with the “financial capital of India”, Mumbai, which leveraged Pune to appear as an IT services center and a support arm for some of the major global banks located in the country, as well as by providing evidence of a very strong business ecosystem, mainly due to its manufacturing capabilities (“Industrial Corridors And its Impact Cities,” n.d.).

Similarly to Bangalore, Pune presents a privileged base for fresh talent pool, which among other facts, such as having a thriving physical infrastructure and hosting 18 new special economic zones in the last government program, has driving numerous multinationals to invest in the region. Example of such are global companies as IBM, the Indian leaders TATA Consultancy Services, Larsen & Toubro Ltd. and Infosys, Wipro and the American major player Cognizant, as well as the German Siemens who owns its biggest research center worldwide in the region of Pune (Llc, 2012).

It is also with no surprise that Pune appears as one of the leading exporters in software nationwide. The fast growth rhythm of the IT and IT enabled services in the region (which account with 75% of the industry in the region) lead to a consequent revolution in the auto & auto ancillary industries, which absorbed most of the know-how created among this attractive ecosystem and boosted the overall development of the region (Zinnov Management Consulting report, September 2013). Sectors like the baking and financial services and insurances have a significant presence in terms of market volume within the region, even though they are essentially located on the main center of Pune, among the CBD and the Off-CBD business districts, given that the peripheries do not have the same connectivity capabilities with the various parts of the city center, locations which, in turn, hold some of the greatest manufacturing sites in the region (Report, 2013).

Pune is also known for its wide diversity in cultural terms, good climate conditions and along with most of the main regions of India, the various languages spoken within its sphere. Additionally, the region now owns a brand new airport on its East side, fact that mitigates one of the less solid points of the area, which was international

connectivity.

Summing up, due to the overall great demand for SCRAIM business, whether concerning the manufacturing sector, or the financial area of the region, as well as its important link with Mumbai, the opportunities to explore in the region are vast, and by saying so, our suggestion is:

P2: Internationalize SCRAIM to the region of Pune, India, benefiting from the good academia and corporate links, while being close to the financial capital of Mumbai.

Chennai also witnessed a major progress over the past decade and it is also a location to have in consideration, is now famous for being an industrial reference hub, dubbed as the “Detroit of South India”. The region has been the scene for an emergence of numerous manufacturing industries, such as the auto & auto ancillary, electronic hardware, engineering and even the apparel industry, being the reflection of the corporative market dynamics the region has been offering.

Once again, and similarly to some of the major cities of India which has been stage for a major social, economic and political development, the IT and the IT enabled services have been behind the sustained grow of these industries, occupying 56% of the total occupied office space in the region and backing up practically all the industries operating in the area. The majority of those within the sphere of the DLF IT Special Economic Zone, due to the increasing importance of the Olimpya Technology park and Tamarai Tech Park. Moreover, predictions say that the enhanced connectivity proportionated due to the development of the new metro corridor will continue to contribute to increase the importance of the SBD business district, and therefore the importance of the embedded DLF IT Special Economic Zone (Zinnov Management Consulting report, September 2013).

Nevertheless, the manufacturing sector also possess a significant 26% share among the overall areas of Pune, concerning the total occupied space in the region, immediately followed by the banking, financial services and insurance, owning respectively 10% (Zinnov Management Consulting report, September 2013.).

The infrastructure availability of the region is also following the ambitious

programs of development promoted by the government, matching the good availability of other main cities in the country, having an especially reliable power, supply of office space, additionally owning an airport and having good links nationally and internationally. Moreover, the region of Chennai owns a clear advantage, having real estate costs estimated in 10-12% lower than the center of the closest IT hub, Bangalore. Nevertheless, it's a generally perceived poor region and besides having a various number of language spoken, it is characterized by having a low cultural diversity (Llc, 2012).

Having in consideration the opportunity presented by the industrial boom the region has witnessed, the growing importance of the IT sector concerning the region market volume, as well as the overall occupied office space and the benefits that can mean to the SCRAIM platform maturation within the Indian market, our suggestion is:

P3: Internationalize to Chennai, India benefiting from its recent industrial boom.

The **National Capital Region (NCR)**, where it's based the Indian capital, New Delhi, is undoubtedly a region with mandatory entrance to the hypothetical framework, since it is the region which holds the biggest number of population and, therefore, the biggest market national wide and, moreover, it's also a cradle for equally important cities in the country such as Gurgaon, Noida and Gester Noida. Likewise, the region is also the prime offices destination in the country, as well as the political hub of India and the responsible location for being the harbor of most political parties as well as administrative offices. Obviously, as a consequence of the influence exercised and the great lobby power felt in the country sphere, NCR and more precisely the city of Delhi also attract major corporations who have the highest interest that their intentions and purposes will be heard and will influence decision makers. Topics as availability and land cession, favorable government policies, and conducive business sphere led the increasing demand for office spaces for both national and international companies within the region (Zinnov Management Consulting report, September 2013).

Once again, and similarly to the previously mentioned main cities in India, the IT and the IT enabled services owns the majority share of the office space absorption within the region, with 42% of the total occupied space, but the region is also known by its quality commercial properties in the Gurgoan area, city which also hosts more non-IT related activities in the main center zone, typically operating in the sector.

The region is also home for 52 Special Economic Zones (SEZs) and counts with the presence of more than 100 engineering colleges and research institutes and, therefore, with an interesting availability outcome of fresh talent pool. Furthermore, the region has an excellent IT and transportation infrastructure, as well as excellent international and national connectivity, facts which led us considering the NCR region as an option. Therefore, we suggest:

P4: Internationalize to the NCR region of India, benefiting from the lobby influence and the valuable political and corporative network.

Lastly, **Hyderabad** was found as an equally interesting additional option. The region is known as the “Cyberabad of India” due to the fact of being the first original IT hub location developed in India and once owning the title of cyber capital of India, however in recent time has been overcome by Bangalore which has been the main actor for a noteworthy shift by top-notch software multinationals within the Indian market. The city is the administrative, financial and economic capital of Andhra Pradesh and the largest contributor to the state’s Gross National Product (GDP). This city was also positively affected by the IT boom that spilled over almost to all the main areas of the country in the last decade, with companies like Facebook, IBM, Google, Accenture, General Electrics, Amazon, Dell and Oracle, among others, setting up in some cases some of the biggest offices they have besides the ones on their country of origin (Indian Times, 2016).

The IT and the IT-enabled services area has an overwhelming presence when compared to all other industries in the Hyderabad market, occupying 75% of the total office space, leaving fundamental sectors in the Indian economy such as the banking and financial services sector with a minor 6% portion of occupied office space. Even though the city was one of the most affected nationwide in the 2008 crisis era, a strong recovery took place concerning the demand for office spaces within the area, enhanced its underlying strength as a city to invest in among the Indian market (Report, 2013).

This city was also strongly advised by João Rodrigues, representative in the Indian branch of the External Commerce and Investment Agency of Portugal (AIECEP) as a viable option, saying that “It presents an extremely interesting option within the Indian market, since all the main players have been fleeing to the recent and trendiest IT hub region of Bangalore. The city of Hyderabad can represent a valuable opportunity to

SCRAIM's business due to a steady demand of its services, as well as a calculated capable rate of response by SCRAIM's small team, who aims to quickly respond to the market needs and provide an effective customer support".

The region is inclusively the largest supplier of engineering students nationwide, fundamentally due to the educational institutions installed within the city of Andhra Pradesh. Region which owns one of the strategically positioned IT corridors coupled with a substantial development pipeline, that ensures the city remains an ideal location for setting up IT-related businesses (Report, 2013). Additionally, the city of Hyderabad is noticed by its associated ease of doing business as well as for its good physical infrastructure.

In short, due to its IT capabilities and market opportunities, the extremely good academia links and the eventual interaction with major global players operating in the area, the final suggestion is:

P5: Internationalize to India, having the primary focus on the IT market opportunities of Hyderabad.

7.1 Propositions assessment

The dices are thrown and, in fact, it is possible to understand, regarding the number of propositions achieved, that the decision process was not simple or taken lightly, as besides the attractive vast Indian market and the overwhelming mass opportunity that its demography presents, these cities stand out by highlighting several different related strong topics, which are not always moved towards the same benefits, but distinguish the regions from one another.

The robustness of the IT markets is one of the main topics to have in consideration when deciding what is the best suitable regions to initialize our action plan, and regarding this weighting factor, our focus points out the sites of Bangalore (P1) and Hyderabad (P5), however, there are other relevant factors as well as possible externalities that need to be taken into account. A competitive and diverse market ecosystem is also a fundamental criteria when weighting the market demand and the room for growing within the market. A broader market demand with clients from sectors different from the ones SCRAIM has already been tested, combined with the possibility of sowing seeds for a broader and more favorable internationalization plan in the future close to the political and

administrative network, supports the P4 of the National Capital Region and factors as the importance of the R&D cradle SCRAIM will be inserted in, as well as the good academia links support P2 Pune, and the opportunity of expansion among a clearly booming manufacturing industry supports the P3 of Chennai.

Nevertheless, there some critical disadvantages implicit to the reality of some regions, and besides the overall score seeming positive and ambitious for all the referred cities, there are different levels of compliance with the various required parameters in order to increase the chances to be well succeed in the Indian market. The next sequence of charts will help us understand what are the relative differences regarding the accordance with selected crucial criteria.

Chart 1. Infrastructure parameters rating

Cities	Transportation within city	IT Infrastructure	Hotel Infrastructure	Physical and civic infrastructure	International Connectivity
Tier-1					
Bangalore					
Chennai					
NCR					
Hyderabad					
Pune					

Chart 2. – Support Ecosystem

Cities	Academia Ecosystem	Research Labs	MNC R&D Ecosystem	Start-up Ecosystem
Tier-1				
Bangalore				
Chennai				
NCR				
Hyderabad				
Pune				

Chart 3. – Business continuity risk

Cities	Crime Rate	Natural Calamities	Terrorist Attacks/ Communal Riots	Political Risks
Tier-1				
Bangalore				
Chennai				
NCR				
Hyderabad				
Pune				

Chart 4 – Overall environment

Cities	Climate	Languages Spoken	Pollution levels	Weekend outing options	Medical facilities	Cultural diversity
Tier-1						
Bangalore	●	●	◐	●	●	●
Chennai	◐	●	●	◐	●	◐
NCR	◐	●	◐	●	●	●
Hyderabad	●	●	●	◐	●	●
Pune	●	●	●	●	◐	●

Source: Zinnov Analysis, 2015

It is possible to notice some crucial differences among the regions that may affect directly the success of SCRAIM business within the country sphere.

Starting from the support ecosystem perspective, it is noteworthy that the regions of Pune and Bangalore are clearly some steps forward regarding the involving and nurturing entrepreneurial ecosystem, with a wide base of start-ups operating in the area and striving for the focus on the R&D development, while regions like Hyderabad do not have enthusiastic ratings and do not seem to be the desired flourish dynamic that SCRAIM pursues.

Regarding the business continuity risk rating is also clearly noticeable that the region of Chennai represents a threat for an aimed long run journey according to the company's intentions. Moreover, when I analyzed the overall environment, the Chennai region have also some discouraging rating among the weighting factors.

Therefore, after a detailed analysis, I could be able to select 2 of the 5 pre-selected propositions and fundament the choices in favor of cities which present themselves as greater reliance sites to initiate SCRAIM plans and, against regions which, even though having relatively good conditions to be the initial focus for SCRAIM internationalization process, did not match up with other offered conditions by the chosen propositions.

Concerning the P1 *“Internationalize SCRAIM to India, having the Bangalore IT hub region as the initial focus”*, it is consensual that “when you want to be the best, you need to be surrounded by the best” and if this recent technologic hub is catching the eye of all the major players worldwide in the IT area and it transversally provides all the needed conditions for the business to succeed, SCRAIM should not waste the opportunity of enlarging its probabilities for success in the Indian market. Moreover, the data analyzed is consistent with this option and supports P1 as a viable one.

Other valuable option is the case of the P2 *“Internationalize SCRAIM to the*

region Pune, India, benefiting from the good academia and corporate links, while being close to the financial capital of Mumbai". The data analyzed supports the P2, regarding the good IT infrastructure that characterize the region, the excellent link with remarkable education institutions, as well as the opportunities among the manufacturing growing sector in the market represent a tremendous opportunity for SCRAIM's evolution and an interesting cash flow possibility for a future and broader investment regarding the internationalization plans for the country.

P3 "*Internationalize to Chennai, India benefiting from its recent industrial boom*" was found not to be compelling with the company's interests, as the poor city perception and the lack of openness to different cultures or mentalities, as well as above average political risks comparing to other regions in the country, may be major roadblocks when trying to implement SCRAIM strategy in the short term. Moreover, the relatively weak start-up ecosystem is also a minus adding to the equation and not supporting the proposition.

The P4 "*Internationalize to the NCR region of India, benefiting from the lobby influence and the valuable political and corporate network*", regarding the National Capital Region is not supported by the data found, since even though the region holds the biggest city market in the country, the efforts made by the company in order to be successful in the region would be comparatively costlier and more time spending than the hypothesis validated. Moreover, the fact that the region market culture is not completely focused or prioritized towards the IT sector or the start-up environment, exhibiting a software exportations growth rate extremely scarce or even null over the last few years is also a clear disadvantage, as SCRAIM intends to be leveraged from breathing in the surrounding know how and spillover effects.

Finally, the P5 "*Internationalize to India, having the primary focus on the IT market opportunities of Hyderabad*" is also not supported by the analyzed data, as the city represent a comparatively higher business continuity risk and owns a relatively poor start-up ecosystem. Additionally, the city has witnessed a shift from the settled multinational players towards the new IT capital, which supports the P1 and ends up labelling Hyderabad as an "outdated trend", even though major players still have their major offices located in the area.

As it has been referred throughout this report, SCRAIM's international expansion is unavoidably limited by the company's current financial situation. Even though the company current financial results are stable and all the profits are channeled to be re-invested in the company's growth, it is fundamental to not compromise the future of the company. Moreover, and after discussing the suitable scenarios, the company board understood that adding to the shortage of human capital and the limited knowledge regarding the target market, the definition of the entry strategy should allow SCRAIM to minimize the involvement of resources of the previously referred kind.

With that being said, and having had a previous fairly optimistic experience in the USA market with the same kind of strategy, the company board decided that SCRAIM would enter in the market through a re-seller agreement with potential incubators and accelerators within the potential regions.

In order to better clarify where SCRAIM could have the best conditions to settle, it was pursued a detailed market research in the areas of Bangalore and Pune. The image bellow gives us an enlightening image of the validated P1, and show us the scenario among Bangalore technological center.

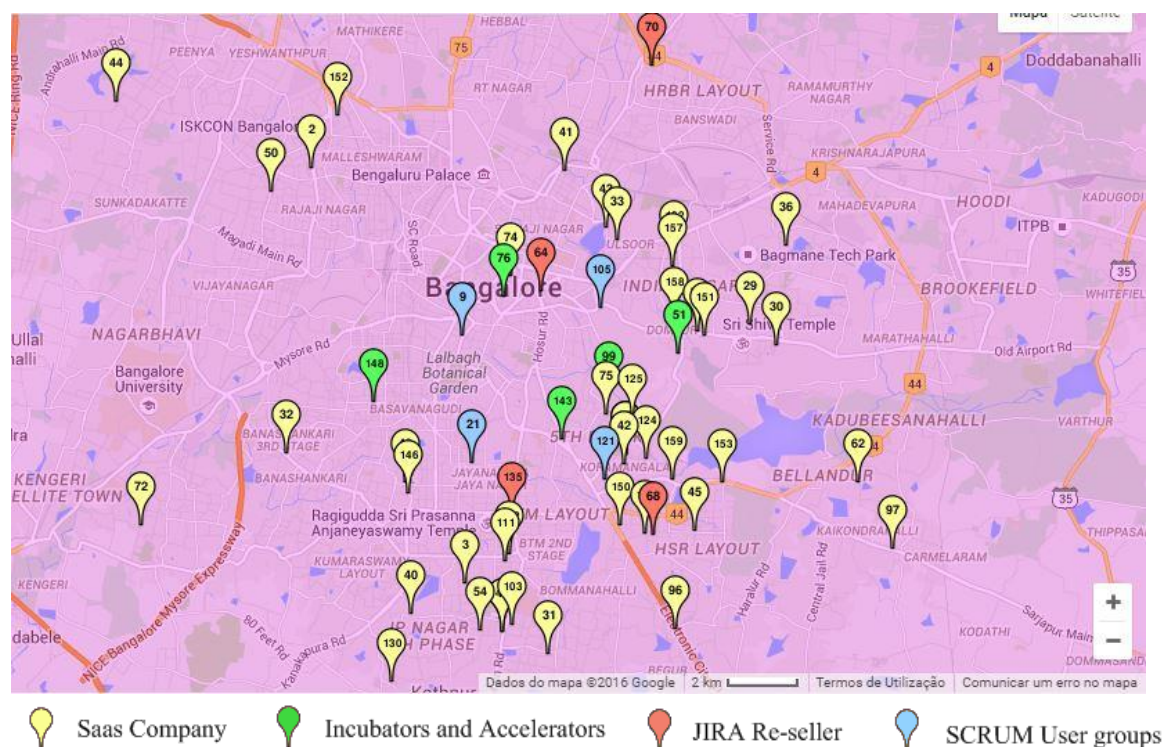


Fig. 11 – Bangalore Business Environment
Source: Own elaboration

Among all the relevant data, was decided to divide the points of interest through the following categories:

- Competitors
 - JIRA Re-sellers (Once this platform is the leader in the project and process management worldwide);
 - SaaS companies.
- Partnership possibilities
 - Incubators and accelerators
 - SCRUM users group (since SCRUM is one of the methodologies used in SCRAIM's platform and there are previous contacts with this organization)

The same methodology was applied to the city of Pune (FIG X.) where the number of interest groups was clearly smaller due to the different market reality.

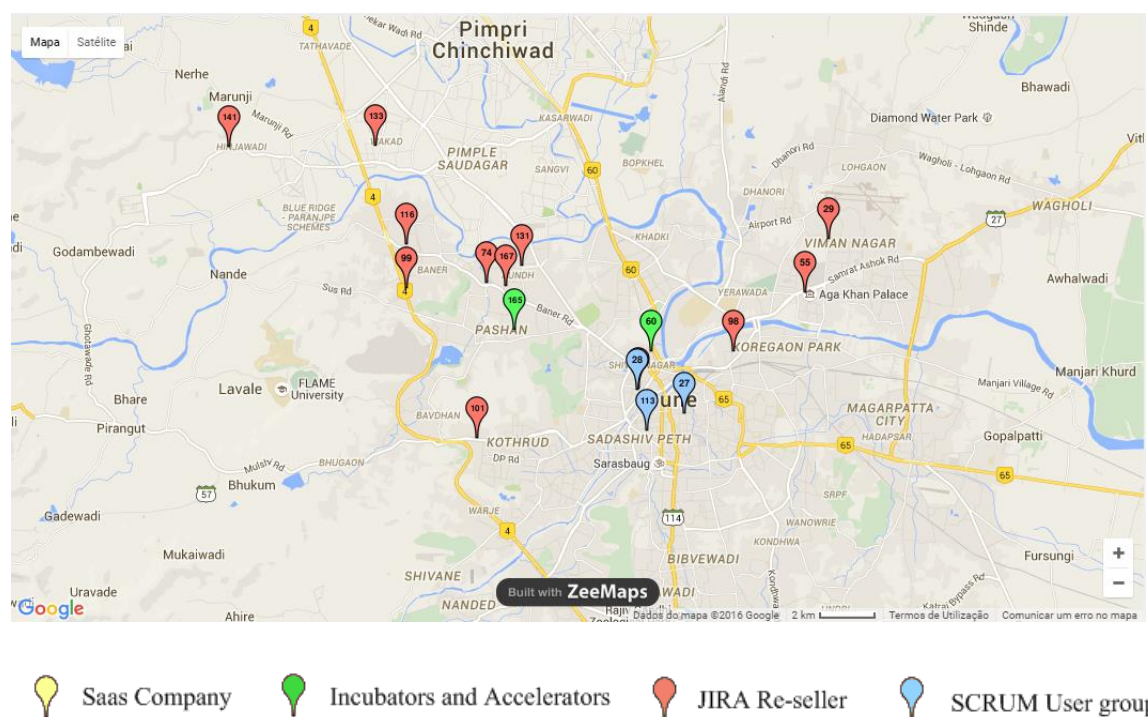


Fig. 12 - Pune Business Environment
Source: Own elaboration

This illustrative map will provide the company with the means necessary to have a clear look into the city geographies and eventual strategic positioning, as well as the

notion of where to locate in order to benefit from the lack of services provision within the markets of each region. Although both options are viable, given to the current status of the company, it is strongly advisable to choose one region over the other, even though that both options are viable, the company can lack the means necessary in order to effectively approach both markets simultaneously.

8. Conclusion

Regarding the fast pace of the economy globalization and the associated openness for international business interactions, SME's are more and more "going global" and expanding their activities to foreign markets that can present better and more ambitious opportunities to their businesses. The reductions of barriers to trade, the constant developments made on the field of technology, communications and information, reduction of costs regarding the achieved economies of scale and scope, among other several reasons, are nowadays responsible for the unceasing need of approaching the international markets as a priority strategic option implicitly needed, fundamentally concerning SME's, in order for them to accelerate and improve the molds of their businesses.

Nonetheless, undeniable barriers to these processes continue to exist. Barriers such as the lack of know-how concerning the target markets, as well as the lack of resources to effectively approach international opportunities are broadly related with most of the actors in international business scenario, but end up to be magnified at a SME scale. Moreover, that is the reason why it is fundamental to develop an extremely detailed and sharpened prior analysis, in a way the referred players will be able to minimize the eventual existent risks associated with these processes and, consequently, guide them through an unequivocal and error-free internationalization plan, which will then allow to penetrate and quickly adapt to the specifications of the aimed market targets.

The challenge proposed concerning the curricular internship at SCRAIM, was exactly to conceive an effective and coherent internationalization plan to the platform regarding the BRICS market geographies. The concrete objective of the internship, was to understand among the BRICS market reality, which would be the best suitable geography concerning not just SCRAIM's ambitions, but also the conditions provided by the destination market in order to successfully develop the business within the chosen environment. The fact that SCRAIM is an innovative software as a service (SaaS)

platform embedded with extremely modern and state-of-art methodologies capable of suiting to extremely different kinds of businesses realities, made this project particularly appealing and tempting. Despite all the challenges faced, I truly believe that this internationalization plan will provide SCRAIM's management team with the means necessary to pursue and fulfil their objectives in the short, medium and long run concerning the target market selected.

As it was already referred, this study was based on a curricular experience and, as an academic report, it includes a literature review addressing the importance that internationalization researchers' analysis can have regarding the applicability to practical terms. Several concepts and relevant theories on internationalization were addressed, which ultimately contributed to delineate the actual situation of SCRAIM. Nevertheless, international market selection models were also resorted as a mean to better understand which way to go regarding SCRAIM's internationalization ambitions. In the following phase, the referred insights were applied to the SCRAIM case in a way it would be possible to answer to the proposed research questions: *“Which country and, preferably, which specific region/regions present the best conditions for SCRAIM internationalization purposes among the BRICS market?”*

After having done a proper diagnosis, not just concerning the pre-selected target markets, but also the strengths and weaknesses of the company, the author proposed some focal strategic points were proposed in order to guarantee the future of the company towards the project. Following this line of thought, and after applying the selection models, a triage process was conducted concerning the five initial geographies, where they were able to identify two promising countries regarding SCRAIM's ambitions, as well as the receptiveness capabilities of the targeted markets, India and China.

Posteriorly, the author pursued to a macro analysis of both countries, as well as a micro analysis regarding the ICT sector, where it was possible to indicate India as the final ideal destination due to the suitable market characteristics regarding not just the SCRAIM business, but also the economic track the country has been follow. Moreover, in an initial phase, it was possible to highlight five interesting regions to set up SCRAIM business, being lately reduced to two remarkable options which excelled as having the best features to host SCRAIM internationalization project.

Having in consideration that the company is committed to pursue an international expansion strategy, it becomes relevant to point out some major considerations that still may affect the process, even though that a demanding analysis was priory made, namely concerning the legal and juridical implications concerning the Indian market, since the legal aspects associated to the process, such as the contract establishment or the intellectual property protection, are those who can threaten the most SCRAIM's further ambitions. SCRAIM management team need to be prepared to develop and conceive a specialized juridical team, preferably working in the Indian sphere, as well as promoting the establishment of various partnerships in a way the team will not be dependent on a limited network that can threat the company's credibility or reputation in a later stage.

Having that said, I truly believe that this was a rewarding experience, as the knowledge concerning not just the proposed geographies, but also the software as a service (SaaS) business, were found as extremely valuable tools that will certainly be advantageous both in my future professional and academic life.

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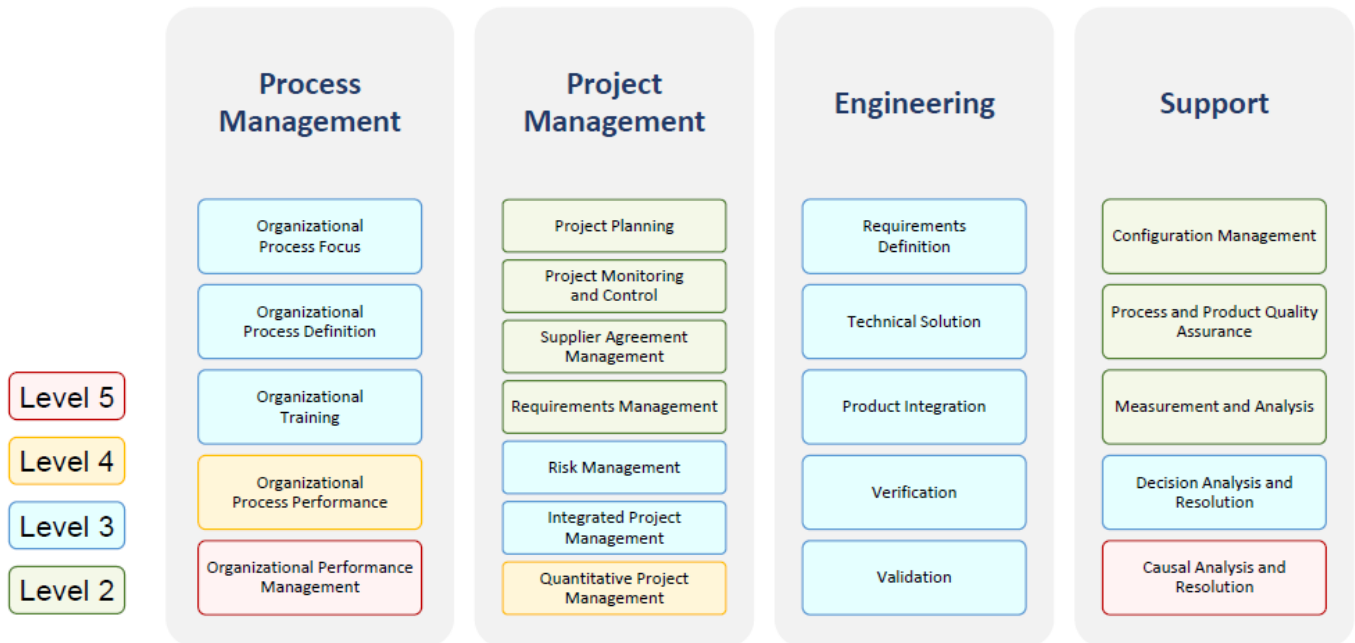
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10. Annexes

10.1 Annexe 1 – CMMI methodologies resume

CMMI process areas



10.2 Annexe 2 – Main competitors and specific features – Indian market

	Platforms supported	Mobile support	Typical customers	Pricing	Languages available
JIRA	Web based	Mobile web app	Small Businesses	free trial	English
	Windows		Mid-size businesses	No credit card required	(+) 11 languages
	MAC OS X		Enterprise	Subscription based	
	LINUX				
Wrike	Web based	Mobile web app	Freelancers	free trial	English

	Windows	Iphone app	Small Businesses	No credit card required	(+) 8 languages
	MAC OS X	Android app	Mid-size businesses	Freemium account	
	LINUX		Enterprise	Subscription based	
Project bubble	Web based	Iphone app	Mid-size businesses	free trial	English
		Android app	Enterprise	No credit card required	
		Mobile web app	Small Businesses	Subscription based	
			Freelancers		
Podio	Web based	Iphone app	Freelancers	No credit card required	English
	MAC OS X	Android app	Small Businesses	Freemium account	(+) 11 languages
			Mid-size businesses	Subscription based	
Nutcache	Web based	Mobile web app	Small Businesses	free trial	English
	Windows	Iphone app	Mid-size businesses	No credit card required	(+) 7 languages
	MAC OS X	Android app	Enterprise	Subscription based	
	LINUX				
	Iphone/Ipad				
	Blackberry				
WorkflowMax	Web based	Iphone app	Freelancers	free trial	English
	Windows	Android app	Small Businesses	No credit card required	
	MAC OS X	Mobile web app	Mid-size businesses	Subscription based	
		Windows phone app			
Trello	Web based	Iphone app	Small Businesses	Freemium account	English
	Windows	Android app	Mid-size businesses	No credit card required	
	MAC OS X	Windows phone app	Freelancers	Subscription based	

Basecamp	Web based	Android app	Freelancers	free trial	English
	MAC OS X	Iphone app	Small Businesses	No credit card required	(+) 11 languages
			Mid-size businesses	Subscription based	
			Enterprise		
Celoxis	Web based	Mobile web app	Small Businesses	free trial	English
	Windows	Windows phone app	Mid-size businesses	No credit card required	(+) 6 languages
	MAC OS X		Enterprise	Subscription based	
	LINUX				
Zoho Projects	Web based	Mobile web app	Small Businesses	free trial	English
	Windows	Windows phone app	Mid-size businesses	No credit card required	(+) 6 languages
	MAC OS X		Enterprise	Subscription based	
	LINUX				

10.3 Annexe 3 – Saas companies in Bangalore

Company	Description	Industry	Location	website	Company size
Signeasy	SignEasy is a SaaS based mobile-first solution to electronically sign and fill documents from smartphones, tablets and web. People across industries such as real estate, legal, accounting, sales, insurance, human resources, logistics and healthcare from over 150 countries use SignEasy to reduce business turnaround times, close deals faster, cut costs and delight customers by eliminating the cycle of printing, scanning and faxing of paperwork.	Internet	2nd Floor, MA Grace, 12, 7th Cross Rd, Koramangala 3 Block, Koramangala, Bengaluru, Karnataka 560038, India	http://getsigneasy.com	11-50 employees
Logistimo	Logistimo pioneers innovative, mobile-phone based logistics and supply chain technologies for rural emerging markets. The technology enables anyone with a mobile device – agnostic to hardware profiles or network contexts – to optimally participate in the supply channel, reducing waste, improving certainty and maximizing performance.	Logistics and Supply Chain	Crown Point, Ground Floor, 36 Lavelle Road, Bengaluru, Karnataka 560001, India	http://logistimo.com	11-50 employees
Plash	we leveraged our technology to enable other publishers to distribute their content digitally. Plash Digital Labs is now home to newly re-branded entities like our creative content site called Limitless, our mobile technology division called Trunext and our news aggregation app called Daily Cup.	Online Media	408, 7th Cross Road, 4th Block, Koramangala, Bengaluru, Karnataka 560034, India	http://www.plash.media	11-50 employees
Recruiterbox	Recruiterbox is the easiest way to receive and manage the hiring and applicant process. It is more efficient than email and excel documents, simpler than any other recruitment software.	Information Technology and Services	2nd Floor, No.132,3rd Cross, 3rd Main, JP Nagar 4th Phase,Bangalore 560078, India	http://recruiterbox.com	11-50 employees

Appknox	Appknox is an enterprise-grade mobile security solution that primarily uses security audit scanner to detect vulnerabilities in your mobile app and help you with possible remediations.	Information Technology and Services		https://appknox.com	11-50 employees
Vymo	Vymo is a personal assistant app for enterprise sales / service teams. Like 'Google Now', it predicts what a rep / manager should do next, detects whether this has happened and links this to downstream metrics to drive better predictions.	Information Technology and Services	36/2, 3 #36/2, 36/1, F. No.127, Haralukunte (V), HSR L/O Bangalore - 560102 Karnataka INDIA	http://www.getvymo.com	11-50 employees
Xola	Xola is the leader in booking and distribution software for the tours and attractions. Across the U.S. and abroad, Xola gives tour operators the tools to grow their businesses 24 hours a day, seven days a week.	Internet	Puttappa layout, 104, 1st A Cross Rd, Stage 2, Domlur, Bengaluru, Karnataka 560071, India	http://xola.com	11-50 employees
MoEngage	MoEngage is a Marketing Automation Platform for Mobile Apps. We empower mobile apps to reach the right customer at the right time with the right message and at the right place.	Marketing and Advertising	Bengaluru, Karnataka, India	http://moengage.com/	11-50 employees
TeamWave	TeamWave is an integrated suite of business applications for small & medium-sized companies. Applications include CRM, Project Management, HRIS, Invoicing, Marketing Automation, Analytics & Contact Management.	Computer Software	Bengaluru, Karnataka, India	http://www.teamwave.com	11-50 employees
Cubito	We offer Employee Transportation Automation Tool (ETAT) for advanced employee transportation system (ETS) to help enterprises solve their various logistical problems associated with employee transportation. The first ever implementation of a traditional human resource intensive setup into a complete unmanned, speedy, efficiency driven automated system.	Information Technology and Services	EGL Bangalore, karnataka 560034 India	http://www.cubito.in	51-200 employees

Mobisy	Bizom is a 'Mobile First' platform for retail commerce via collaboration and analytics. We are funded by Ojas Ventures, Bangalore. In 3 years from Launch in 2012 we have already built a robust ecosystem of ~125 brands, 10000 distributors, 25000 field users and more than 1 million retailers.	Computer Software	955 Ambalipura Sarjapur RoadBangalore, Karnataka 560034India	http://www.mobisy.com	11-50 employees
Relatas	Relatas integrates with your email, calendars, calls, SMS, social feeds and more to keep you informed on your professional connections at all times, helping you open more doors.	Computer Software	Bangalore Bangalore, India	http://www.relatas.com	1-10 employees
Tracxn	Building the largest team of Analysts tracking start-ups globally for Venture Capital and Corp Dev. We track startups across 50+ sectors spanning Enterprise Infrastructure, Applications, Consumer, Mobile, Technology, HealthTech, EdTech, FinTech and more. Started by investors from Sequoia Capital and Accel Partners.	Computer Software	5th Floor,, Krimson Square, 31/9, Aayee Matha Temple Rd, Muneswara Nagar, Roopena Agrahara, HSR Layout, Bengaluru, Karnataka 560068, India	http://tracxn.com	201-500 employees
GetSeated	GetSeated helps people to discover and connect with best restaurants and cafes around the city. We primarily focus on connecting People with Restaurants and Cafes. While you are seated at your favourite place we try to bring you best services during your meal.	Consumer Services	569, 2nd Cross, 3rd Stage, 1st Block BasaveshwarnagarBangalore, Karnataka 560040India	http://www.getseated.in	1-10 employees
InLogg	InLogg is revolutionary cloud-based B2B technology platform for logistics providers, e-commerce and retail industry. InLogg facilitates shipment lifecycle management, COD, efficient returns management, analytical optimisations and a lot more.	Logistics and Supply Chain	Adarsh Palm Retreat BellandurBangalore, Karnataka 560068India	http://www.inlogg.com	1-10 employees

Customer Guru	Customer Guru is a boutique consulting firm that helps its clients become customer centric. From implementing the best customer experience metric to supporting change management, Customer Guru also sets up the right team structure and processes. Along with consulting, it also specialises in implementing leading customer feedback management tools.	Management Consulting	408, 7th Cross Road Koramangala 4th Block Bangalore , Karnataka 560034 India	http://customerguru.in	1-10 employees
Exotel	Exotel is one of India's largest cloud telephony companies. Our aim is to help businesses, both large and small, manage their business phone system via a virtual phone system. Exotel's cloud telephony eliminates the need to invest in any hardware or maintenance. And that is one of the biggest pain points of traditional systems like EPABX/PBX.	Telecommunications	No 22, Kensington terrace, Kensington Rd Ulsoor Bangalore, Karnataka 560008 India	http://www.exotel.in	51-200 employees
Automate.io	Automate.io lets you connect your cloud apps in crazy ways and run business workflows on top of your existing cloud applications. Automate marketing, sales or payment process with amazing ease.	Internet	Bangalore, India	https://automate.io	1-10 employees
Boutline	Boutline is a social media platform for sports fans to have meaningful conversations. Boutline seeds these conversations with sports news, stats, predictions, polls, quizzes etc	Sports	No. 46, ITI Colony Vidyapeeta Bangalore, Karnataka 560085 India	http://www.boutline.com	1-10 employees

Jaxl	Jaxl started in summer of 2010 with a vision of providing a real-time PUSH transport for applications over cloud which works across all platforms. Jaxl provided easy to use frontend and backend API's over it's Platform As A Service. Frontend API's were supported in javascript language while backend API's can be written in any programming language. Both frontend and backend API code is hosted by developers while Jaxl Platform acts as a real-time PUSH messaging pipe between backend and frontend.	Computer Software	bangalore bangalore, 560017 India	http://jaxl.com	1-10 employees
Pepper Talk	Pepper Talk is a Cross Platform solution that helps businesses and apps improve user engagement via in-app messaging. We provide a customizable SDK for iOS, Android and Web that can be embedded into apps in minutes.	Computer Software	Bannerghatta Road Bangalore, India	http://getpepertalk.com	1-10 employees
Traverik	Traverik is a platform to help travellers plan trips, collaborate with friends, travelmates or experts and to connect them to other travel service providers. Our mission is to be a one stop hassle-free travel planning destination. We want to make social travel planning easy, cool and fun.	Consumer Services	32, Oxford Towers, Kodihalli, Bangalore, Karnataka 560008 India	http://traverik.com	1-10 employees
MavenHive	MavenHive Technologies Pvt Ltd is a Bangalore based consulting firm offering expert technical consulting to startups. Founded by professionals with over a decade of combined experience with Agile methodologies and Ruby on Rails. Our consultants have proven expertise with leading technologies and platforms like Ruby, Rails, Cloud Computing etc. Our solutions are well designed, well tested and meet the highest quality requirements of the industry.	Computer Software	No 445/A, First Floor, 18th Main Road, Koramangala 6th Block, Bangalore, Karnataka 560095 India	http://www.mavenhive.in/	11-50 employees

365build	Solutions that enables SMB Business Owners to manage their business online, our automated systems gather data from points of inventory arrival and usage and present a clear dashboard of events. Our sms/mobile/web systems keeps the business owner updated of status irrespective of their location.	Information Technology and Services	101/A, 10th Cross, 20th Main, BTM Layout 1st Stage Bangalore ,Karnataka 560068 India	http://www.365build.in	1-10 employees
VMLogix	VMLogix provides virtual machine management solutions designed for software companies and IT organizations to use any of the leading virtualization platforms for consolidating test lab infrastructures, automating the software build and test process, and for managing the staging and delivery of applications into production.	Computer Software	No.854/A, 10th Mn Rd,2nd STG, Indiranagar, Bangalore - 560008	http://www.vmllogix.com	11-50 employees
ShieldSquare	ShieldSquare provides invisible and comprehensive site scraping protection to websites. Our revolutionary platform helps online businesses protect their content, generate more revenues, reduce their costs. ShieldSquare's Cloud API can be seamlessly integrated by any website in few minutes.	Internet	Rudraksh SyncSpace, #1178, 3rd floor, 5th Main Road, HSR Layout, Sector 7, Bengaluru, Karnataka 560102, India	http://www.shieldsquare.com	11-50 employees
Unbxd	The Unbxd SmartEngage Platform is an Ecommerce Product Discovery & Recommendation Platform with products like Personalised Search and Navigation, Dynamic Landing Pages and Intelligent Product Recommendations.	Computer Software	#2733, 27th Main, Sector 1, HSR Layout Bangalore, Karnataka 560102 India	http://www.unbxd.com	11-50 employees

ZapStitch (Now Pipemonk)	Pipemonk is a Cloud Data Integration platform for businesses to automate data flow across cloud apps. Companies that use multiple cloud software use Pipemonk to connect and integrate data across various cloud software like Shopify, Xero, QuickBooks Online, Marketo, Salesforce etc. Pipemonk is designed to be used by non-tech user like a Marketing Professional, Sales Associate or an eCommerce Store Manager.	Computer Software	Sarjapur Main Rd, 1st Block Koramangala, Bengaluru, Karnataka 560034, India	http://www.pipemonk.com	11-50 employees
DoubleSpring	DoubleSpring specializes in web development using Django. We offer agile development, work to our strengths, and are strong in many areas of the Web from operations and infrastructure to development and design. We are a small team, but we have proven time and again that we can outperform the "big guys," both in terms of total cost and time to market.	Information Technology and Services	15/1 Robertson Road Frazer Town Bangalore, Karnataka 560005 India	http://www.doublespring.com	11-50 employees
Foradian	Foradian Technologies is the world's leading provider of enterprise software solutions for education institutions. Our products and services are used by thousands of educational institutions worldwide for all administration, management and learning related activities.	Information Technology and Services	Foradian Technologies Pvt Ltd. "JK LANDMARK" #2569/665, 27th Main Sector 1, HSR Layout Bangalore, Karnataka 560102 India	http://www.foradian.com	51-200 employees
Eventifier	Eventifier is the smartest way to archive all the event related contents like photos, videos, slides, tweets, conversations and much more from the entire Web.	Events Services	Koramangala, Bangalore, Karnataka, India	http://www.eventifier.co	1-10 employees

Tansquare	At Tansquare we provide a MSAAS for the small scale social media entertainers. Where the Service comes with the way of opening up revenue channels for the entertainers to be progressed with their efforts.	Computer Software	Bengaluru, Karnataka, India	http://tansquare.com/	1-10 employees
LinkMySport	LinkMySport offers cloud-based business management & scheduling software to help SMBs in the wellness and fitness industry in simplifying their day-to-day operations. LinkMySport is currently used by businesses in 18 countries.	Internet	Corporate Tower - Central Atrium, Lower Ground Floor - DD3, No. 150, Diamond District HAL Airport Road Bangalore, Karnataka 560008 India	http://www.linkmysport.com	1-10 employees
Moxiter	Moxiter is an enterprise SaaS for Tour Operators & Destination management companies helping them sell more and by moving the business online. We provide end-to-end solution from sales automation to inventory management, distribution and Accounting.	Internet	Acquila Heights, 12c, Atria Block, Hmt Main Road, Near Hmt School, Jalahalli, Bangalore, Karnataka, India - 560013	http://www.moxiter.com	1-10 employees
SupportBee	SupportBee is an Email support software that helps businesses manage their support emails efficiently	Internet	#367, 9th Main, Dollars colony, JP nagar - 4th phase, Bangalore, Karnataka, India	http://supportbee.com	1-10 employees

Hiode Technologies	Hiode Technologies Pvt. Ltd. is a software products & services company specializing in SaaS development, Mobile/ Web App development, REST API design & development, UX/ UI design & consulting, Cloud infrastructure management, and third party integration services. Our services and capabilities include Ruby on Rails, AngularJS, jQuery, HTML5, CSS3, Android, Swift (iOS), WordPress, PostgreSQL & MySQL Databases. We work in most industries including Tech/Internet, Retail, Education, Nonprofits, Financial services, and Creative services. We also provide technology mentoring to startups and help them transform their ideas to reality.	Information Technology and Services	L&T South City Arekere Mico Layout Bannerghatta RoadBangalore, Karnataka 560076India	https://hiode.com	1-10 employees
Mowares	MOWARES is a mobile SAAS that lets anybody start an Uber like service in a matter of hours. Completely whitelabeled. Think of us as Shopify for Uber for X! MOWARES is an enabler of on-demand businesses and sharing economies for various niches and categories. Whatever your passion, be it a taxi company or a dog grooming agency, we have the script for you become the most innovative market leader in no time	Information Technology and Services	Bangalore, India	http://mowares.com/	11-50 employees
SmarterBiz Technologies	Smarter Biz is focused on bringing Simple Mobile Automated Ready to use Transparent Efficient Reliable solutions that delight your customers and you because managing business were meant to be fun. Smarter SMB based on our patent pending Smarter technology brings business management solution on your mobile that is simple and affordable	Business Supplies and Equipment	no 1 cross 1st post near marks and spencer, 1st Main Rd, Ashwini Layout, Ejipura, Bengaluru, Karnataka, India	http://www.smarterbiz.com	1-10 employees

ExitIntent.io	Exitintent provides a one line javascript (similar to google analytics) that can be added to your site in seconds, and lets you show targeted campaigns to abandoning visitors. ExitIntent.io learns the way people browse a site to predict when the user is about to leave and then shows them a targeted campaign.	Marketing and Advertising	Bangalore, India	http://exitintent.io	1-10 employees
Tekno Logix	Tekno Logix is a Virtual Software Resources cloud embraces by talented techies. The motto is Connected & Redefined offshore Simulator which means that the existing outsourcing pattern altered in order to fulfil the current expectation and needs.	Information Technology and Services	B-419, Ittina Mahaveer, Electronic City, Bangalore, KR 560100 India	http://www.tekno-logix.com	1-10 employees
Coatom	Coatom is the world's first online marketplace for professional & personal coaching such as leadership coaching, business coaching, executive coaching, life coaching, etc. Coatom was born to discover the best-fit coach in our lives who can guide us to lead a successful and happy life.	E-Learning	SF1, pragathi Onyx, 3rd Cross, Chowdeshwary Temple Street, Byrangsandra, CV Raman Nagar Bangalore, Karnataka 560093 India	http://www.coatom.com	1
Traxoid Automations	We at Traxoid Automations Pvt Ltd offer high-caliber automation, engineering and software development services for a wide range of industries. We aim to help our customers integrate the latest technologies in real life through proven automation, information systems and sound operating procedure by providing turn key solutions all the way from design engineering to installation and project management.	Industrial Automation	Unit No 2201A, 22nd Floor, World Trade Center, Brigade Gateway, Malleswaram (W) Bangalore, Karnataka 560080 India	http://www.traxoid.com	11-50 employees

AlphaBeta Labs	We built FoodKhoj for enabling easy food options for students in campuses. As a spin-off from FoodKhoj, we are presently built eRestro - a SaaS based turnkey solution for Restaurants.	Internet	2402, 2nd Main, BDA LayoutMurgesh pallya, Off Old Airport Road Bangalore, Karnataka560017 India	http://alphabetalabs.com	1-10 employees
UxFin	Uxfin is a free online tool for calculating interest on loan and investments, IRR, NPV, DCF in the most complex cases of receipts and payments, and given a target date and interest rate you can also calculate a balancing amount to match a target interest rate.	Financial Services	Arekere Bangalore, Karnataka560076 India	http://www.uxfin.com	1
Mobapper	Mobapper helps websites to go mobile by create native mobile apps for iOS, android, windows and blackberry in minutes.	Internet	TLabs Bangalore, 6th Floor, Salarpuria Tower, Hosur Main Road, Bengaluru, Karnataka - 560095	http://mobapper.com	1-10 employees
FOSEngage	FOSEngage is a mobile based channel acceleration platform. It has cutting edge communication and enablement tools to help enterprises drive their channel partners. The company is part of business acceleration program of Zone Startups at Bombay Stock Exchange and already engaged with few reputed brands across industries	Computer Software	NDIA, Karnataka 560076, Bangalore, Arakere Main Gate, Bannerghatta Road, 106/28, Shree Nilayam, 3rd Cross, Samrat Layout	http://www.foseengage.com	1-10 employees
BigBHK	BigBHK is a SaaS product offering real estate property management services through a cloud based solution.	Information Technology and Services	#393, 2nd Floor, 15th Main, BDA 80 Feet Road, Shanthi Niketan Layout, Hanuman Nagar, Arakere, Bengaluru, Karnataka 560076, India	http://www.bigbhk.com	1-10 employees

NudgeSpot	An in-app messenger that lets businesses converse with their visitors and customers	Internet	1st floor, No., 194, 7th Cross Road, 1st Stage, Indiranagar, Bengaluru, Karnataka 560038, India	http://www.nudgespot.com	1-10 employees
Cuiserve	Cuiserve provides a complete eco-system of seat management software to a table reservation app. We help restaurants automate their entire guest handling mechanism. Our application provides the complete layout of the restaurant, the manager can assign tables for the walk-in guests and over the call reservations.	Computer Software	Bangalore, India	http://www.cuiserve.com	11-50 employees
Domy Innovations Cafe	We are a UX - first technology solutions company building software in partnership for entrepreneurs, startups, and small medium enterprises. We have offices in Brisbane and Bangalore.	Information Technology and Services	#5 RBI Layout Road JP Nagar 7th Phase Bangalore, Karnataka 560078 India	http://domyinc.com	11-50 employees
47Line	47Line is building cloud products and solutions to simplify cloud access to enterprises.	Computer Software	393, 2nd Cross Rd, 5th Phase, Dollars Colony, JP Nagar Phase 5, JP Nagar, Bengaluru, Karnataka 560078, India	http://47line.com	1-10 employees
StreamFlex	StreamFlex specialise in tariff optimisation and transparency software solutions for communication service providers both in EMEA and worldwide.	Information Technology and Services	INDIA, Karnataka 560062, Bangalore, Konanakunte, JP Nagar 9th Phase,, Flat 310, Sri Sai Paradise	http://www.streamflexsolutions.com	11-50 employees
BrioTribes Technologies	We develop a SaaS framework for ISVs that help them SaaS enable their current product offerings, by providing addressing their SaaS concerns out of the box.	Information Technology and Services	A 303, ND Gipfel Kalena Agrahara, Banerghatta Road, Bangalore, Karnataka 560008 India	http://www.briotribes.com	1-10 employees

MetroSmith	MetroSmith is a PAAS that empowers you to drag n' drop to create and manage Windows Phone, Windows 8 and Xbox apps	Information Technology and Services	Bangalore, India	http://www.metrosmith.com	1-10 employees
AaaS - AutoComplete as a Service	AaaS - Autocomplete as a Service. AaaS provides a unique way to serve your data for autocomplete searches. Autocomplete search has become a norm on and mobile apps and websites.	Internet	Bangalore, India	http://www.aas.io	1-10 employees
Fyne.in	The Only Multi-brand Bathroom Accessories Online Store In India	Internet	2nd Floor, Bengaluru,, 1237, 23rd Cross Rd, Sector 1, Banashankari, Bengaluru, Karnataka 560070, India	http://fyne.in	1-10 employees
Learnyst	Learnyst helps teachers to teach online and sell courses in their own website. We are "shopify for education".	E-Learning	110, Lakshmi, Krishna Garden Main Road, Krishna Garden, Rajarajeshwari Nagar Bangalore, Karnataka 560059 India	http://learnyst.com/	1-10 employees
Drumup	DrumUp is an intelligent social media marketing, content marketing and news tracking app. It helps marketers and professionals discover interesting content and trends, and work with them to 'drum up' social media and online presence of their businesses or brands.	Internet	Bangalore, Karnataka India	http://drumup.io/	1-10 employees
AnonyByte	The line between the digital and real world is blurring fast, but in this haste we over a grave concern security and privacy. We at AnonyByte thought the world needs IoT devices which are secure and do not leak the users data unintentionally or not.	Consumer Electronics	Bangalore, India	http://anonybyte.com	1-10 employees

Appnomic Systems	Appnomic Systems specializes in data center and IT process automation technologies and services. We offer our technology as part of a Remote Infrastructure Management (RIM) solution with a very cost effective management layer, Software as a Service (SaaS), and as enterprise licensed software.	Information Technology and Services	201 Touchdown NO 1 & 2 HAL Industrial Area Airport Road Bangalore, Karnataka 560037 India	http://www.appnomic.com	501-1000 employees
Filtr	Filtr is a cloud based online evaluation software directed at assessing the core skills of technology professionals.	Computer Software	Plot No. 231/1, 11th Main Road, 3rd Phase, Peenya Industrial Area, Bengaluru, Karnataka 560058, India	http://www.filtr.io	1-10 employees

10.4 Annexe 4 – SCRUM users groups

ÍNDIA		
Nome	Localização	Scheduled meetings
101Agile – Kolkata	Kolkata, West Bengal, India	
Agile & Scrum Kolkata Usergroup	Kolkata, West Bengal, India	
Agile & Scrum Practitioner – ODISHA	Bhubaneswar, Odisha, India	
Agile AP	Hyderabad, Andhra Pradesh, India	
Agile Bangalore	Bangalore, Karnataka, India	
Agile Chandigarh	Chandigarh, India	
Agile Chennai	Chennai, Tamilnadu, India	
Agile Coaching Circles Delhi	National Capital Region, Delhi, India	
Agile Coffee Talk	Bangalore, Pune, Hyderabad, India	
Agile Gujarat, India	Ahmedabad, Gujarat, India	
Agile Hyderabad	Hyderabad, Telangana, India	
Agile Jaipur	Jaipur, India	
Agile Kerala	Trivandrum, Kerala, India	
Agile Kolkata	Kolkata, West Bengal, India	
Agile Madras	Madras, TamilNadu, India	
Agile Minds India	Gurgaon, Haryana, India	
Agile Network India	Bangalore, Karnataka, India	
Agile New Delhi	New Delhi, India	
Agile Noida India	Noida, Uttar Pradesh, India	
Agile Odisha	Bhubaneswar, Odisha, India	

Agile PMs Chennai	Chennai, Tamil Nadu, India	
Agile Practices - Vadodara Chapter	Vadodara, Gujarat, India	
Agile Pune	Pune, India	
Agile Safari Pune	Pune, Maharashtra, India	
Chennai Agile Meet	Chennai, Tamil Nadu, India	
Discuss Agile Network	New Delhi, Delhi, India	Discuss Agile Webinar : Devops Primer
India Scrum Enthusiasts Community	various, India	Agile Tour 2015:Chennai-Agile Program Management
PlayScrum-Bengaluru	Bengaluru, Karnataka, India	
PlayScrum-Chennai	Chennai, Tamil Nadu, India	
PlayScrum-Delhi	Delhi, India	
PlayScrum-Pune	Pune, Maharashtra, India	Playscrum Meet 2015 - Beyond Scrum
Scrum Alliance, Delhi Circle	Dehli, India	
Scrum Rocks	Cyberabad, Telangana, India	
ScrumBangalore	Bangalore, Karnataka, India	Scrum Bangalore 15th Meetup
ScrumForAll	Mumbai, Maharashtra, India	
SUG-NCR	Haryana, India	